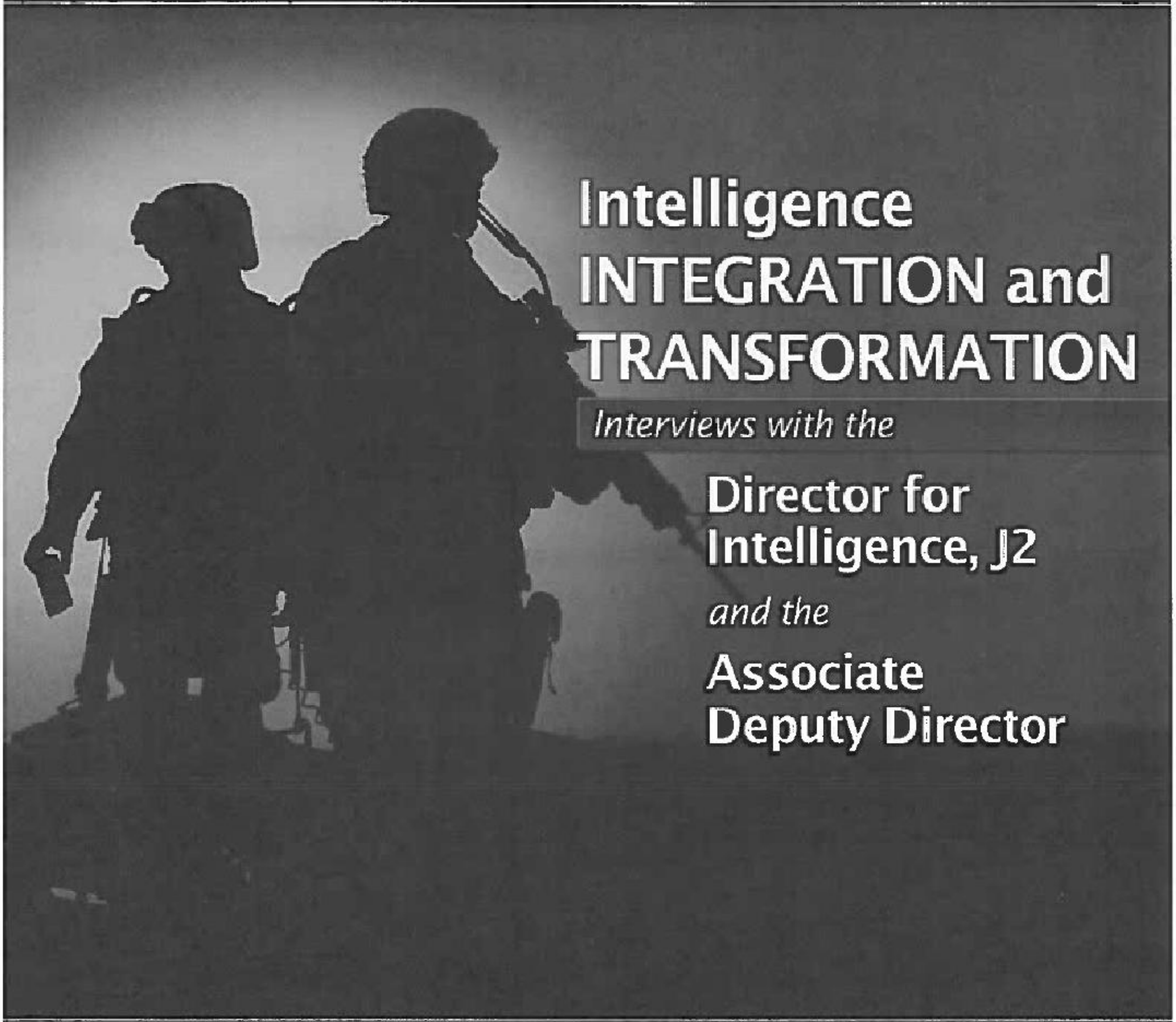
COMMITTED TO EXCELLENCE IN DEFENSE OF THE NATION

COMMUNIQUÉ

MAY/JUNE 2006

A DEFENSE INTELLIGENCE AGENCY PUBLICATION



Intelligence INTEGRATION and TRANSFORMATION

Interviews with the

Director for Intelligence, J2

and the

Associate Deputy Director

PLUS...

- OUSD(I) Charts its Course
- Thin Mints, Tagalongs, Samoas ... Oh My!
- Of Mice and Men
- Human Capital Launches New Leadership Program

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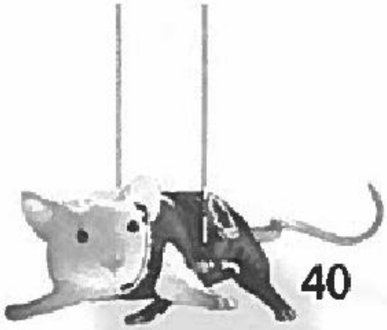
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ARTICLE SUBMISSION DEADLINES

July/August 2006 Issue - **June 9, 2006**
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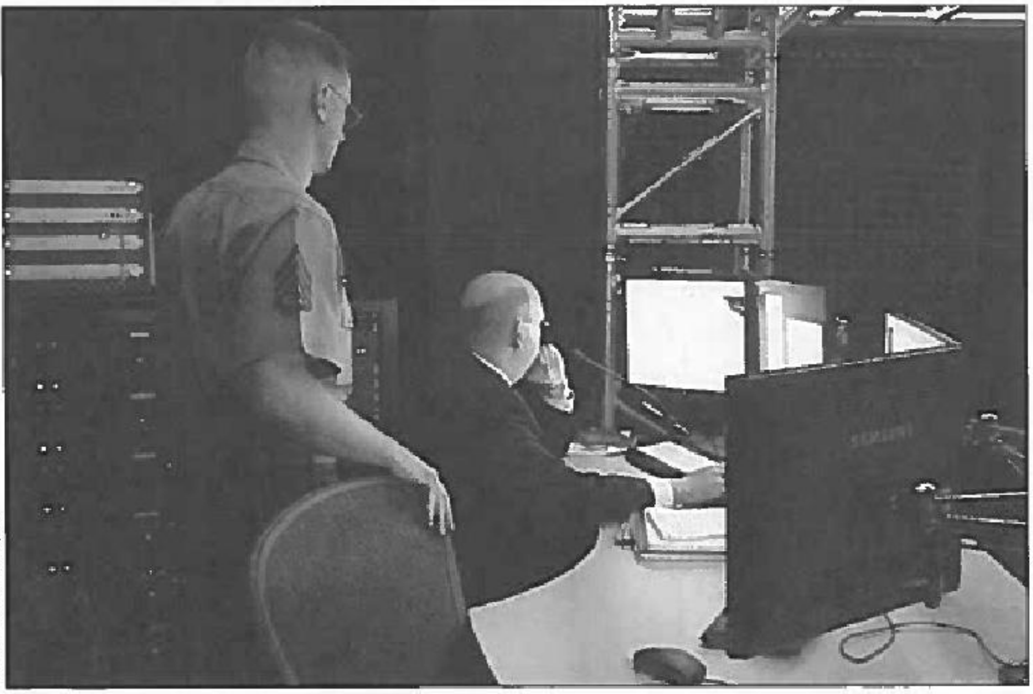
INTEGRATED EXCELLENCE
DI and DH work together for ALL-SOURCE ANALYSIS

By Tim M. Rider, CE

In the past, defense intelligence has been riddled with ever-present "stovepipes" that often appear indestructible. Several current DIA initiatives are at the forefront of eliminating these barriers and making true all-source analysis a reality.

When a critical intelligence issue emerges, DIA often integrates analysts in Directorate for Human Intelligence (DH) field activities on a temporary duty status. However, to enhance all-source analysis, the Directorate for Analysis Headquarters Research Director Office (DI-RD) is now embedding analysts by sending them to DH field activities on a permanent change of station basis. The goal of placing analysts with DH collectors for a two-to-three-year rotational assignment is to improve the accuracy and timeliness of DH reporting.

It is envisioned that this experience will have long-term benefits for both DH and DI, and it is directly in line with the director's intent of having analysts play a more active role in precisely targeting collection. The DI-RD manages this program on a day-to-day basis in coordination with senior leadership from DH.



Imagery analysts at NGA fulfill a requirement for DIA.

Photo submitted by CE

"Integrating all-source analysts with HUMINT (human intelligence) collectors is long overdue," said David Todd, a member of the DI-RD staff and program manager of the new initiative. "Placing analysts in the field will enable DH to develop new leads and sources vital to meet the needs of our warfighting and policy customers."

In addition to integrating analysts with HUMINT collectors, DIA has started to embed DH issue managers in DI. Although most DH issue managers are not yet "physically embedded" in DI space, all have been relocated from Clarendon to the DIAC. The fact that issue managers and analysts are now located in the same building has certainly improved communications and established a better rapport between DH and DI.

The eventual goal of this all-source initiative is to integrate as many DH collection mangers as possible in DI workspace. Ron Romich, DH, oversees this program and is focused on physically integrating DH issue managers where it makes sense. Steve Rodriquez, the DH issue manager for counterterrorism currently embedded in the Joint Intelligence Task Force for Combating Terrorism (JITF-CT), believes this effort is producing positive results.

"Being physically collocated with JITF-CT has definitely improved communications between DH and DI, and has expanded my knowledge of counterterrorism," said Rodriquez. "It has also allowed JITF-CT to reach out and touch the HUMINT collectors and collection managers."

DIA is not alone in its effort to promote all-source analysis. The National Geospatial-Intelligence Agency (NGA) has been a strong advocate of all-source and currently has more than 160 personnel, mostly imagery analysts, integrated throughout DIA.

NGA's Defense Infrastructure Analysis Branch (PREW) is a good example of this interagency partnership. This NGA branch office was established Nov. 3, 2003, to provide imagery analysis support to the DIA's Military Infrastructure Office (MIO) and Command and Control Office (CCO). Although PREW is located in St. Louis, the new office branch provides sound imagery and geospatial support to DIA.

During these early stages, the partnership has flourished. "The success that PREW, MIO and CCO have had in developing a productive partnership is reflected in the maturing of this association during the past two years," said Cedric Vaughn, DIA's former deputy branch chief at PREW. "PREW has developed beyond its original expectations of being an imagery support element for DIA."

Photo submitted by CE

The second group of graduates of the Fundamentals of HUMINT Targeting Course included a great mix of subject matter experts, analysts and HUMINTers. These professionals will spread the word on HUMINT targeting and provide needed support to our collectors.

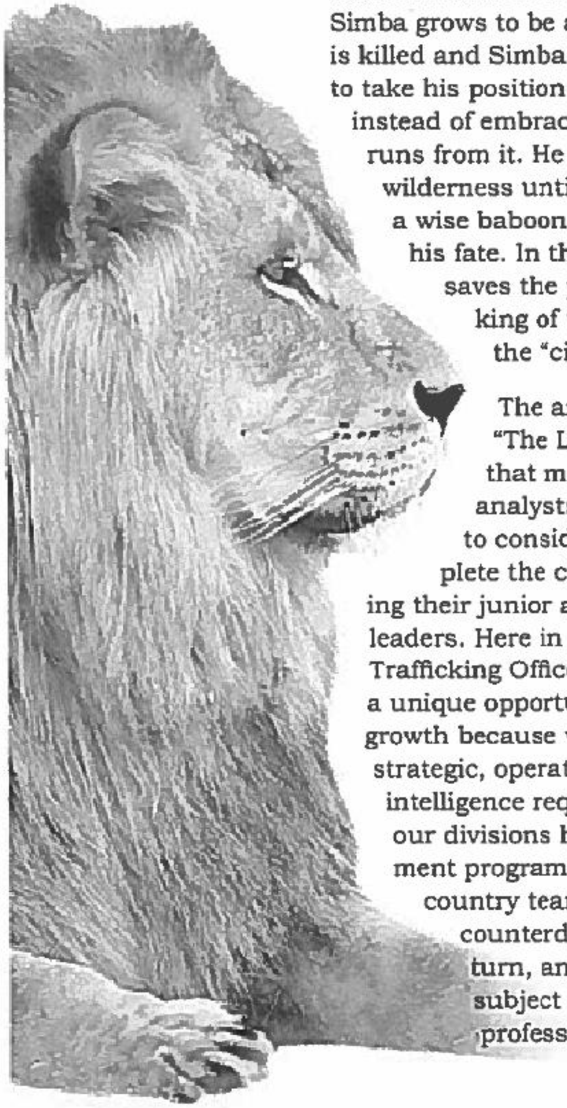
NGA's imagery analysts started database production in June 2004 and they continue to enhance their imagery analysis skills through various training programs and guidance from DIA all-source analysts. "This branch regularly engages in collaborative analytical production with its DIA counterparts and provides information on new developments involving geospatial intelligence," said Vaughn.

The above mentioned programs offer just a snapshot of DIA's progress in achieving all-source analysis. Additional integration projects, including embedding Directorate for MASINT & Technical Collection (DT) collection managers in DI, are well underway. The groundwork has certainly been laid, and some self-imposed walls are starting to deteriorate.

The Circle of Life

The EVOLUTION OF COUNTERDRUG ANALYSIS

By Tony M. Tomlinson, DI



In the movie "The Lion King," a lion cub named Simba is destined by birthright to inherit his father's role as king of the jungle. Simba's father spends time teaching him about the world he lives in, life's lessons and how to be a leader. When Simba grows to be a young lion, his father is killed and Simba is prematurely forced to take his position as the lion king. But instead of embracing his destiny, Simba runs from it. He hides in the jungle wilderness until he is convinced by a wise baboon to go back and fulfill his fate. In the end, Simba returns, saves the pride and is crowned king of the jungle – completing the "circle of life."

The analogy I draw from "The Lion King" for DIA is that managers and senior analysts have a responsibility to consider, plan for and complete the circle of life by preparing their junior analysts to be future leaders. Here in the Counter-Narcotic Trafficking Office (CNT), analysts have a unique opportunity for professional growth because we support worldwide strategic, operational and tactical intelligence requirements. Most of our divisions have vigorous deployment programs that support U.S. country teams and host nation's counterdrug (CD) efforts. In turn, analysts gain accelerated subject matter expertise and professional maturity.

DIA officially began its CD intelligence mission in October 1989 with the establishment of the Joint Tactical Intelligence Center (JTIC), and, like every other office in DIA, JTIC has changed its name several times over the years. Today the DIA CD mission resides with CNT.

DIA's first CD support office was patterned after DIA's Central America Joint Intelligence Team (CAJIT). CAJIT's role in the 1980s was to provide tactical and operational intelligence to U.S. country teams in Central America, with a strong focus on supporting the Salvadoran government's efforts against a communist insurgent group. Back then, CAJIT provided direct support by deploying DIA analysts to the Salvadoran Directorate for Intelligence (J2).

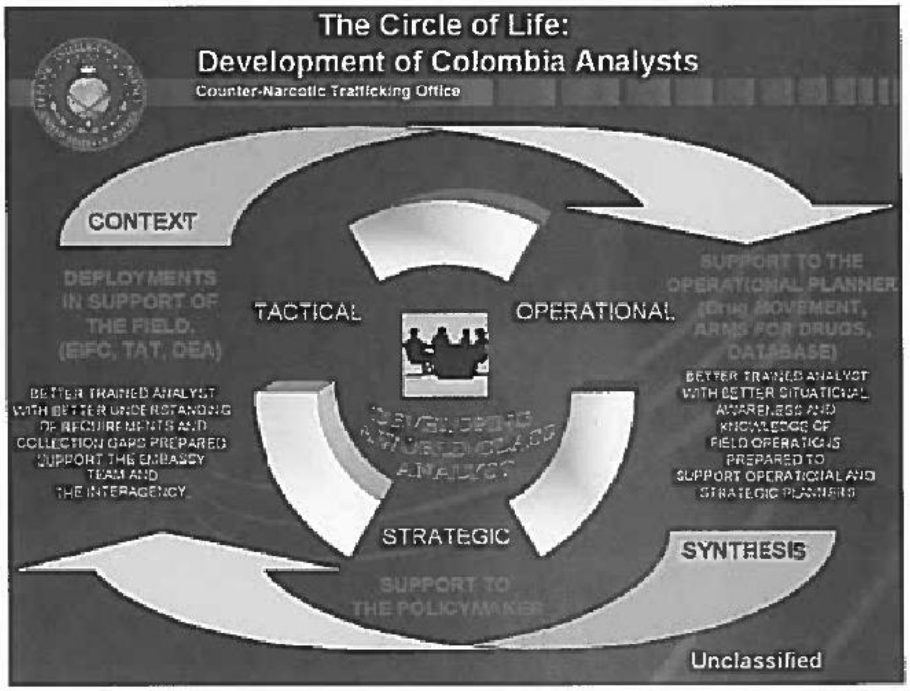
DIA's original CD support was provided mainly to the U.S. countries teams in Colombia, Peru and Bolivia, and consisted of "CAJIT" type support. As the Department of Defense (DOD) and DIA transitioned into their new role of providing CD support in the early 1990s, U.S. Southern Command established CD tactical analysis teams in these countries, as well as several other Latin America countries. Likewise, DOD continued to refine its CD mission to include worldwide support to counter cocaine and heroin trafficking. And as technology improved DOD's capabilities, nearly all tactical CD intelligence support was pushed down to the unified commands, and in some cases, to the country teams themselves.

Over the past several years, DIA's CD mission has evolved into mostly a strategic one, supporting the Office of the Secretary of Defense's Special Operations Low Intensity Conflict, Counter-Narcotics Office and the White House's Office of National Drug Control Polic – a cabinet level position – as its primary customer set. However, DIA has maintained continuity and subject matter expertise at the tactical and operational levels, in countries worldwide, including Colombia.

Currently, CNT's Colombia Division (CNT-3) deploys five all-source analysts to work in Bogotá, on full-time basis to assist Colombian government CD targeting and operational planning efforts, and the lead on related host nation liaison and coordination activities for the Embassy Intelligence Fusion Center (EIFC). In their capacity as intelligence liaisons, CNT-3 analysts serve as the primary EIFC interface with the host nation for coordinating intelligence requirements and developing priorities.

DIA analysts support the Colombian Military's Joint Task Force Omega at a forward site where the majority of the intelligence function is performed to support the execution of "Plan Patriota," the largest military operation in Colombia's history – targeting narco-terrorists. Also, CNT-3 analysts assist the Drug Enforcement Administration in Bogotá and Cartagena, Colombia, as well as in New York City. These analysts provide intelligence support for the capture, indictment, extradition and prosecution of narco-terrorist leaders and traditional drug traffickers.

Performing this tactical and operational mission has been a great benefit to CNT-3's strategic analysis in Washington, D.C. Our analysts receive a rich, career-enhancing experience, which has proven to quickly increase their knowledge of Colombia and their professional maturity. Working in-country gives our analysts a new and different perspective of the CD problem, allowing a firsthand look at our government's CD support programs and policies, and lets them evaluate the host nation's progress. This insight has been invaluable to our primary customers for developing national strategies and policies. Our deployed analysts also get hands-on experience working theater collection requirements at the tactical and operational level. Having a good understanding of the collection cycle and of in-country collection capabilities, CNT-3 analysts return more well-rounded as all-source intelligence analysts are more comfortable using DIA's collection assets and tools.


The Circle of Life:
Development of Colombia Analysts
Counter-Narcotic Trafficking Office

CONTEXT

DEPLOYMENTS IN SUPPORT OF THE FIELD. (EIFC, TAT, DEA)

BETTER TRAINED ANALYST WITH BETTER UNDERSTANDING OF REQUIREMENTS AND COLLECTION GAPS PREPARED SUPPORT THE EMBASSY TEAM AND THE INTERAGENCY

TACTICAL

OPERATIONAL

STRATEGIC

DEVELOPING A WORLD-CLASS ANALYST

SUPPORT TO THE OPERATIONAL PLANNER (Drug MOVEMENT, ARMS FOR DRUGS, DATABASE)

BETTER TRAINED ANALYST WITH BETTER SITUATIONAL AWARENESS AND KNOWLEDGE OF FIELD OPERATIONS PREPARED TO SUPPORT OPERATIONAL AND STRATEGIC PLANNERS

SYNTHESIS

SUPPORT TO THE POLICYMAKER

Unclassified

Having our analysts deployed in-country has been a tremendous benefit for all CNT-3 analysts. Because of CNT-3's proven subject matter expertise and continuity of the target, our analysts have forged good relationships with country team members – translating into increased

information sharing and access to unique data for our analysis at DIA headquarters. CNT-3 also profits by having the ability to query our in-country analysts at any given time for information to support fast-breaking situations or new policymaker needs.

Today, CNT-3 provides a wide range of intelligence analysis on tactical, operational and strategic concerns. Our products are timely and actionable, and have had a major impact on land and maritime drug interdiction efforts, impact on force protection for both U.S. and Colombian forces, and on operational targeting of narco-terrorists and traditional drug traffickers. CNT-3's intelligence analysis often supports the decision-making process for developing U.S. national strategies, enhancing overall U.S. policies, establishing U.S. and Colombian targeting priorities and influencing operations.

Working strategic, operational and tactical intelligence and having the ability to deploy in-country and function in a real-world operational environment contributes greatly to the circle of life and the development of our analysts. However, those opportunities do not happen on their own. Our duty to DIA as senior managers and analysts is to train, mentor and provide opportunities for our employees to grow into world-class analysts and well-rounded leaders.

Do your PART!

By Kelly P. Sewell and Frederick C. Jefferson III, FE

The Program Assessment Rating Tool (PART) is a critical piece of the administration's focus on results and its performance-budget integration initiative. It focuses on program results rather than activities and processes. According to President Bush during his 2005 State of the Union, "The principle is clear. Taxpayer dollars must be spent wisely or not at all."

In 2002, the Office of Management and Budget (OMB) developed PART. PART is a vehicle for achieving the goals of the Government Performance and Results Act of 1993 (GPRA). GPRA's intent is to hold federal agencies accountable for achieving program results; improve program performance; help federal managers improve service delivery; improve congressional decision-making; and improve internal management of the federal government.

OMB uses PART as a diagnostic tool to assess and rate the performance of all federal government programs by assessing an organization's strategic management processes. These assessments identify the strengths and weaknesses of federal programs with the goal of improving overall program performance. Management and funding decisions are better informed through PART assessments in order to achieve performance-budget integration.

PART is a series of questions divided into four sections. Section 1 assesses the clarity and soundness of a program's purpose and design. Section 2 covers strategic planning and assesses whether the program has valid long-term and annual measures and targets. Section 3 handles program management and rates agency management. This includes financial oversight and program improvement efforts. Section 4 covers program results and accountability. This rates the extent to which a program can demonstrate results against the measures and targets in Section 2. The answers to the PART questions are translated into a quantitative score from which the examiner derives a qualitative rating.

Section One: Program Purpose/ Design

Assesses the clarity and soundness of a program's purposes and design

20 percent of overall rating

Section Two: Strategic Planning

Seeks to evaluate whether the program has valid long-term and annual measures and targets

10 percent of overall rating

OMB holds agencies to high standards when assessing program results. To earn a high PART rating, programs must link resources to strategy – they must use performance to manage and justify its resource requests. Program ratings range from effective, the highest rating, to moderately effective, adequate and inadequate. Programs with no performance measures, or those that have implemented new ones, will receive a results not demonstrated rating.

OMB has assessed approximately 20 percent of federal programs each year, although progress in the intelligence community has been slower. By the end of fiscal year 2005, about 80 percent of federal programs received a PART assessment. Fifteen percent of the 796 programs assessed received an effective rating; 29 percent of the programs received a moderately effective rating; 28 percent received an adequate rating; 4 percent received an inadequate rating; and 24 percent received a results not demonstrated rating. By the end of fiscal year 2008, OMB expects to have nearly 100 percent of federal programs, including the intelligence community, assessed using PART.

DIA received its first PART assessment in fiscal year 2004 when the Directorate for MASINT and Technical Collection (DT) received an assessment on their measurement and signature intelligence program. You can read about DT's PART assessment in the November 2004 Communiqué. During fiscal year 2005, the Directorates for Human Intelligence (DH) and Analysis (DI) received PART assessments on their respective programs. All of these DIA organizations have used the PART assessment as an opportunity to develop robust performance metrics. These metrics are not only used by directorate leadership to make informed management decisions, but are also regularly reported to overseers such as OMB and the Office of the Director of National Intelligence. Currently, the Directorate for Information Management and Chief Information Officer (DS) is undergoing a PART assessment.

For more information on OMB PART assessments, please contact Kelly Sewell at (703) 907-0304. *See page 19 for more on DIA's PART activities.*

Section Three: Program Management

Rates agency management, including financial oversight and program improvement efforts

20 percent of overall rating

Section Four: Program Results/ Accountability

Rates program performance on measures and targets reviewed in the strategic planning section.

50 percent of overall rating

AT YOUR SERVICE

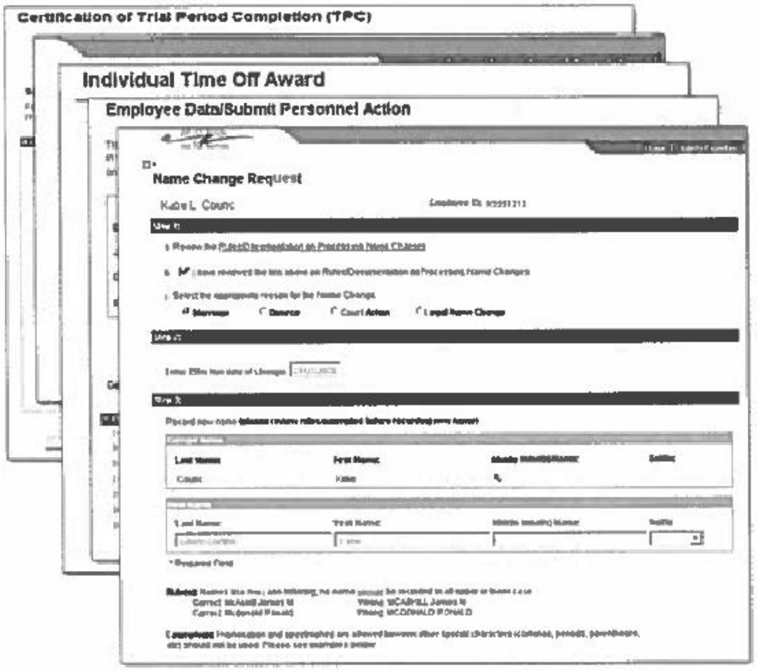
New eZHR self-service capabilities available

By Joyce A. Woodard, HC

The Directorates for Human Capital (HC) and Information Management and Chief Information Officer (DS) have recently delivered new eZHR self-service capabilities to provide enhanced tools to all users. Time-off awards, new employee trial period assessments and official employee name change requests can now be initiated processed electronically. Here's a quick overview of these new capabilities.

Time-Off Awards for Civilian Employees – DIA supervisors are just a few clicks away from submitting, reviewing and approving time-off awards for employees. No more hardcopy time-off award transactions and best of all, these awards will be processed by the Office of Human Resources (HCH) much more quickly! To use this new capability, supervisors simply sign on to their eZHR Supervisor Workbench on JWICS and click on "Personnel Transactions" to submit a time-off award for a civilian employee.

The DIA award policy is available in eZHR and helps supervisors understand who needs to review the award submission


Certification of Trial Period Completion (TPC)
Individual Time Off Award
Employee Data/Submit Personnel Action
Name Change Request
Kabe L. Counc

and who has final approval authority. Employees are eligible to receive up to 80 award hours in a given calendar year. To help ensure a supervisor does not submit a time-off award that exceeds this cap, eZHR automatically calculates the number of time-off award hours the employee has received to date and displays this information to the supervisor.

Trial Period Assessments for Newly Hired Civilian Employees – Supervisors are required to document their assessment of newly hired civilian employees serving under a trial period. eZHR now notifies supervisors 30 days before trial period assessments are due. The notification explains how to navigate and complete the trial period assessment. Once completed, HCH and the supervisor have online access to the certification. Now that this function is automated, it can be done in minutes. HC has taken suggestions from DIA supervisors and incorporated them into these new procedures.

Official Name Changes – When an employee requests an official name change, for reasons such as marriage or divorce, HCH processes a personnel action that is included in the employee's personnel file. With this new self-service feature, employees can simply log in to eZHR and submit the request electronically.

Have questions on eZHR self-service capability? Use eZHR Training OnDemand, which provides step-by-step instructions on all self-service tasks while practicing in a simulated environment. Of course, you'll receive personal assistance if you contact the eZHR help desk at (202) 231-1688.

Thinking Outside the Box

Knowledge Lab pilot programs give analysts NEW VIEW

By Adrian "Zeke" Wolfberg, CS

Criticism of U.S. intelligence has developed consistent themes. In addition to the controversies of recent years, the intelligence community (IC) has been criticized for failing to understand or predict events including the Korean War, the Sino-Soviet split, the Soviet placement of missiles in Cuba in 1962, the eventual outcome of the Vietnam War, and the Soviet decline and collapse. Dr. George Friedman, an internationally-known security expert, said that these events "share a common thread, they violate the conventional expectations of the time. Arguing that the Soviets and Chinese were enemies, or that the Soviet Union was going to collapse, went against the received wisdom of the time. All of these did."

Innovative ways of looking at the world – learning how to think and visualize outside the box – can improve intelligence

solutions. Lessons learned from Operation Iraqi Freedom, the Weapons of Mass Destruction Commission, the Sept. 11 Commission and others, point to the need for new analytic skills and methods. They also demonstrate that the IC needs a new culture, new values and new behaviors to face the challenges and opportunities of the Information Age. The Knowledge Lab's Full-Spectrum Analysis Pilot Program develops these broad perspectives and behaviors crucial to enhancing the all-source process.

With one Full-Spectrum Analysis Pilot recently completed, and two more planned, the Knowledge Lab looks to improve participants' ability to seek and create knowledge. It does this by exploring new ways of thinking about problems, by providing tools and techniques, and by testing new and innovative ways for imparting these skills and knowledge. At the heart of full-spectrum analysis comes recognition that the all-source process is a journey and an adventure, not a destination. Marni Kruppa, Directorate for Analysis (DI), said, "There is no end point in the all-source journey because we always keep learning and exploring and getting better."

The first Full-Spectrum Analysis Pilot, which concluded in January, involved 12 recent DIA hires drawn from a variety of positions. Kruppa said she volunteered to participate because she saw the pilot as an opportunity to learn about full-spectrum analysis. She also saw the pilot as an opportunity to "meet and network with folks from inside and outside the agency with both similar and different backgrounds." Kruppa said because the set up of the pilot was purposefully ambiguous, she really didn't know what to expect as the pilot began.

The pilot's three-month program contained a series of three overlapping blocks, each with a different theme:

☐ **Initiation** provided the intellectual foundation for the program by challenging the participants with new ways to think – as opposed to teaching them what to think – in complex environments.

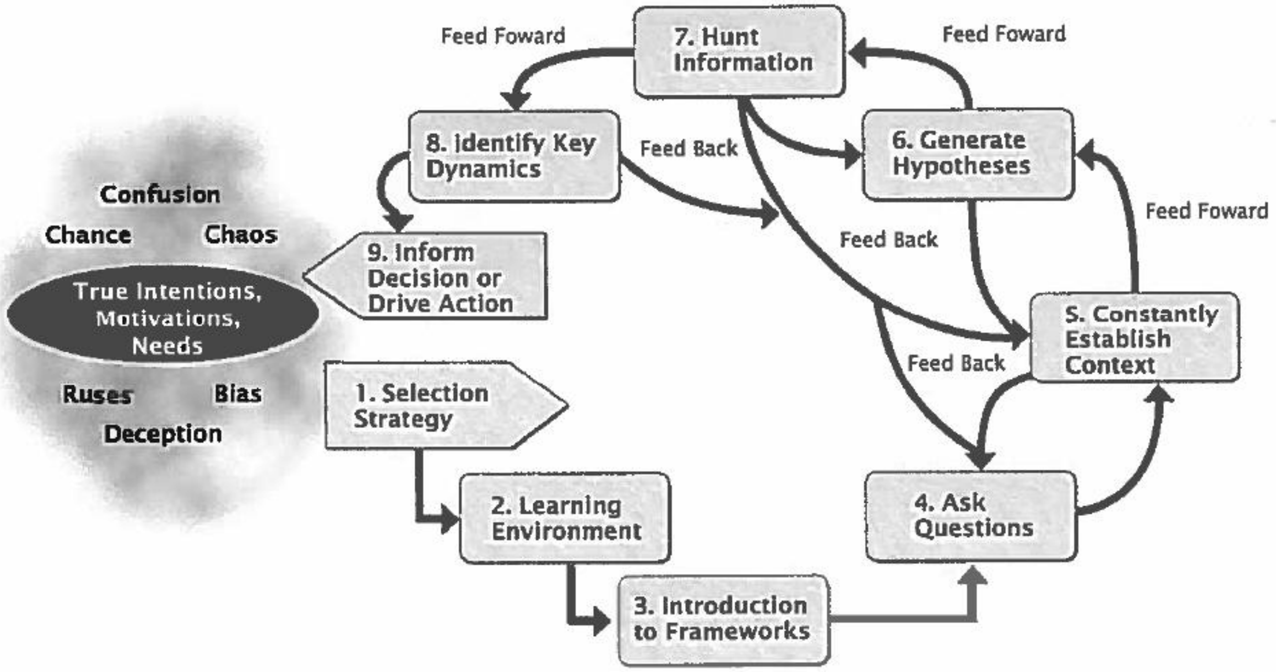
☐ **Thinking About Thinking** focused on specific skills and techniques to challenge biases and assumptions, build and test hypotheses, understand contexts and discover knowledge in the face of rapidly changing situations. Case studies and scenarios, many drawn from actual events, reinforced the application of these skills.

☐ **Thinking Like a Street Gang** focused on the power of collaboration. Participants learned to develop their personal "knowledge networks" by seeking out expertise from inside and outside the agency.

The pilot culminated with a three-week capstone exercise that required participants to apply all of the program's ideas. Participants formed into three small groups, to develop and present a recommendations-oriented briefings in response to a complex, real-world derived intelligence question. One team considered the problem of how to leverage partnerships to help maintain the permanent interests of the U.S. in Asia. A second team asked to what extent HIV in Africa represented as a threat to U.S. national security. And lastly, the third team looked at the challenge of full-spectrum analysis itself, and asked what changes would have to be made at DIA in order to institute this kind of new analysis.

The three teams presented their findings and recommendations to a panel of full-spectrum analysis experts – senior executives from throughout the IC. The capstone demonstrated how full-spectrum analysis' new approaches and techniques can prepare intelligence professionals to understand and apply the all-source process by responding rapidly and effectively to complex questions and issues. As one expert commented, "These weren't baby

Becoming a FULL-SPECTRUM ANALYST: The Journey


Feed Foward
7. Hunt Information
Feed Foward
8. Identify Key Dynamics
Feed Back
6. Generate Hypotheses
Confusion
Chance
Chaos
Feed Foward
9. Inform Decision or Drive Action
Feed Back
True Intentions, Motivations, Needs
5. Constantly Establish Context
Feed Back
Ruses
Bias
1. Selection Strategy
Deception
2. Learning Environment
4. Ask Questions
3. Introduction to Frameworks

questions you gave them. These were hard issues. That was a big achievement."

Former CIA deputy assistant director, Dr. Bill Nolte, served as one of the capstone experts. Nolte said, "this provided a terrific opportunity for new hires to do productive work." Nolte points out that a lack of imagination is one IC failing the Sept. 11 report cited, and full-spectrum analysis is supportive of building that imagination. He said, DIA and the Full-Spectrum Analysis Program are doing that at exactly the right level with newcomers to the organization, even though directing these new employees trained in imagination could be hard on middle management.

Participants in the first Full-Spectrum Analysis Pilot learned that success in the all-source process requires three basic attributes:

☐ **Commitment to Collaboration:** The success of the all-source process demands individual excellence enhanced by the power of teamwork. Participants who lack the intellectual humility to recognize the value of knowledge networks and cognitive diversity in the analytic process will never grasp many of the basic ideas behind full-spectrum analysis. The best analysts are committed to collaboration.

☐ **Courage:** Full-spectrum analysis requires the courage to explore new modes of thinking and the courage to challenge biases and assumptions, personal and of others. Creating knowledge that informs decisions and drives action requires the courage to speak the truth to those in positions of power. Courage must exist and be developed.

☐ **Willingness to Challenge Authority:** "Authority" resides in the opinions of experts, in established processes and protocols and in long-held biases that become cultural norms. For the all-source process to function effectively, it requires someone who can respectfully and effectively challenge authority.

According to Jamie Berke, Directorate for Information Management and Chief Information Officer (DS), these attributes are important because, as she learned through activities during the pilot, "things are not always what they seem." "Something that looks like a normal event can be a cover-up for something else." Berke said another big takeaway for her as a participant was appreciating the importance of advocacy and inquiry for effective communication.

The initial Full-Spectrum Analysis Pilot also demonstrated the value of diversity in analysis. In addition to their limited experience with the agency, pilot participants were selected in part to ensure the maximum diversity possible. The participants recognized that diversity of backgrounds, experiences and knowledge helped stimulate a wide variety of perspectives and inherently minimized the biases and preconceived assumptions of the collective group. This, in turn, illuminated the value of "all" to the all-source process. Berke experienced that diversity saying that as an information technology specialist, the Full-Spectrum Analysis Pilot helped her learn about what analysts do and the problems and challenges they face.

Because pilot projects are designed as experiments, the Knowledge Lab also learned some lessons about how to better structure future Full-Spectrum Analysis Pilot activities. For instance, selected members of the first Full-Spectrum Analysis Pilot will help guide and lead the next pilots and assist with improved team-building. The capstone questions will also be introduced earlier in the curriculum to enable participants to think about them in connection with the ongoing program. In addition, there will be more focus on learning to use different analytical frameworks and techniques.

Two future Full-Spectrum Analysis Pilots will build on the first pilot. One pilot will work with participants across the community, testing the results of broad collaboration accompanied by coaching and the all-source process. Then, like the first Full-Spectrum Analysis Pilot, the third will again involve DIA participants. Each pilot will build on the lessons learned from previous pilots.

The Full-Spectrum Analysis Program is the "cognitive piece of the revolution" – Knowledge Lab's attempt to create an environment where knowledge sharing drives organizational structure, changing relationships to create opportunities for trusting each other, challenging each other and being comfortable crossing boundaries that exist today. This highlights the importance of selecting the right participants for the Full-Spectrum Analysis Program.

The new Defense Intelligence Strategic Analysis Program (DISAP) course for entry-level analysts plans to help in the full-spectrum analysis selection process by identifying interested and capable candidates for the program, almost as a graduate – level course. While the DISAP course will introduce analysts to more advanced analytic concepts, full-spectrum analysis will allow new employees – analysts as well as other occupational fields – an opportunity to explore these concepts in more depth, to begin operationalizing them by pushing the envelope even further. This collaboration between DISAP and full-spectrum analysis is being done in coordination between Dr. Julie Cocks, Directorate for Analysis Headquarters Research Director Office (DI-RD), Dr. Karl Pieragostini, Directorate for Human Capital's Office of Learning and Professional Development (HCL) and the Knowledge Lab.

The Knowledge Lab will continue to help DIA grow as a learning organization, creating and applying knowledge to enable customers to become more effective.

OUSD(I) Charts its Course

Office defines who they are, what they do and HOW THEY FIT into the intelligence community

By Margan A. Carlstrom, CP

Editor's note: Understanding the role of the Office of the Undersecretary of Defense for Intelligence (OUSD(I)) and its relationship with the Office of the Director of National Intelligence (ODNI) is a question often on the minds of DIA employees. Prior to her appointment as DIA's deputy director, Letitia "Tish" Long served as the deputy undersecretary of defense for policy reqirements and resources. It was in this capacity that the Communiqué interviewed her to discuss the history of the OUSD(I), its charter and the way it interacts with the intelligence community.

After Sept. 11, 2001, Secretary of Defense Donald Rumsfeld requested a fifth undersecretary position to oversee defense intelligence, which Congress quickly approved in the National Defense Authorization Act of 2002. Congress confirmed Dr. Stephen A. Cambone in March 2003 as the undersecretary of defense for intelligence (USD(I)), ensuring that defense intelligence is represented at the most senior levels of the Department of Defense (DOD).

Soon after Cambone's confirmation, he selected four deputy undersecretaries, all with varied intelligence backgrounds. One of these was Long, a career intelligence officer and former DIA senior executive. In this role, Long oversaw defense intelligence policy, requirements and resource planning, the development of intelligence personnel reform, and managed the OUSD(I)'s congressional interactions.

The development of the charter for the OUSD(I) was an intricate process, progressing alongside the discussions and debates about intelligence reform that occurred nationwide. Sometimes slowing to adjust to dynamic guidance, work on this capstone document resumed in December 2004 after Congress authorized and the president signed the Intelligence Reform and Terrorism Prevention Act.

In the end, it took nearly two and a half years to create and sign the new charter. During this time, the OUSD(I) had been working diligently to ensure that their charter would accurately define its roles, responsibilities and relationships both in the department and with the intelligence community. Rumsfeld signed the charter Nov. 23, 2005.

Although the charter is a DOD document, it was coordinated closely with the ODNI, something deemed "unusual" by Long since DOD documents are not normally coordinated with entities external to the department.

"Because we now had a director of national intelligence, we understood that things would be different and that relationships might change even though we had a director of central intelligence previously," Long said. "We worked very carefully with

the DNI's office on the choosing of the words and exactly what our relationship would be with the components of defense intelligence that are also a part of the national intelligence community."

The charter impacts defense intelligence organizations at every level. It grants the USD(I) many new responsibilities, to include that of principal staff assistant and senior advisor to the secretary of defense for intelligence and security.

"When the secretary meets with his very small circle of principal staff advisors, Dr. Cambone is there," Long said. "Intelligence is always being considered and thought about."

Management of defense intelligence formerly fell under the assistant secretary of defense for command, control, communications and intelligence. The creation of OUSD(I) established an office to focus solely on intelligence and security: developing policy, providing guidance, enabling warfighter support and appropriately resourcing initiatives. In effect, the USD(I) serves as an advocate for defense intelligence at the most senior levels of the DOD, the national intelligence community and the U.S. government.

The DNI remains the program manager for the National Intelligence Program and has direct tasking authority over those funds and the people necessary to execute those programs; this relationship also existed previously with the director of central intelligence. Both being relatively new organizations, the OUSD(I) and the ODNI regularly work together to accomplish common goals.

"There is a creative tension there, which we think is healthy," Long said. "It gives some check and balance between fulfilling the priorities of the secretary as well as fulfilling the priorities and the needs of national intelligence."

When it comes to issuing guidance, both offices proactively share information with the other, giving the offices time to deconflict any potential issues. The two offices often issue complementary guidance, effectively amplifying the other's directives and leading the nation's intelligence components.

"The DNI might put out guidance on the overarching SCI (sensitive compartmented information) security policy that he is responsible for," Long said. "The department – USD(I) – would come along after that and maybe give some more specificimplementing guidance on how that fits in with what the department needs to do."

Letitia "Tish" Long

This spirit of cooperation continues to cement itself between the organizations during daily interactions at all levels – from the senior leaders down to the action officers and program managers. In fact, the prospect of joint policy statements or joint planning and programming guidance between the ODNI and OUSD(I) remains an option for future consideration.

One priority for the USD(I) is the Defense Civilian Intelligence Personnel System (DCIPS). DCIPS was authorized in the 1996 Intelligence Authorization Act and is designed to streamline hiring and implement modern compensation practices. DCIPS is similar to the National Security Personnel System, which is currently being rolled out within DOD. Although the two systems will likely share a number of features, DCIPS will remain separate to provide effective support to intelligence missions and customer requirements.

While the OUSD(I) is currently working through the implementation details of the program, Long hopes that this fall will mark the completion of DCIPS' development and that implementation will begin early in 2007.

The OUSD(I) considers DIA the department's only all-source analytic component. They also have tasked DIA with

managing all of DOD's human intelligence assets, including those assets within the services working tactical missions as well as those at the Special Operations Command. In addition, USD(I) sees DIA broadly working measurement and signature intelligence and technical intelligence, while the National Geospatial-Intelligence Agency and the National Security Agency will continue to lead the community in geospatial and signals intelligence.

> "We worked very carefully with the DNI's office on the choosing of the words and exactly what our relationship would be with the components of defense intelligence that are also a part of the national intelligence community."

To achieve many OUSD(I) initiatives, DIA serves in several coordination roles – serving as the General Defense Intelligence Program manager, standing up the Joint Functional Component Command for Intelligence, Surveillance and Reconnaissance (JFCC-ISR) for U.S. Strategic Command last year, managing DOD's human intelligence and overseeing the department's information technology, via DOD Intelligence Information System. DIA was also recently tasked to establish the Defense Joint Intelligence Operations Center (DJIOC).

"The newest piece that sets [DIA] apart is that we've asked you to establish the Defense JIOC," Long said. "It is a coordinating function to ensure that if a combatant commander doesn't have the resources necessary to carry out a mission, they can reach into the Defense JIOC and help ensure that defense intelligence is answering the mail."

DIA's director, LTG Michael D. Maples, has been given command of the DJIOC, and with that, the responsibility to synchronize resources within the DJIOC to answer whatever question that the combatant commands may have. This center was created in an effort to bring intelligence and operations together.

"We didn't have an organizing principle that had analysts working with collectors – that had intelligence driving operations and operations giving feedback to intel," Long said. "So we came up with the concept of the JIOC."

The secretary has directed the establishment of JIOCs at each combatant command as well as the DJIOC at DIA. The JIOCs couple intelligence with traditional operations and plans. The DJIOC will also drive the intelligence planning process through the intelligence campaign plans. The DJIOC will develop and recommend courses of action, deconflict short and long-term planning efforts, conduct exercise planning and red teaming, as well as prepare and deploy capabilities.

While accomplishing defense intelligence operations and supporting national goals, the DJIOC will manage risk, bring greater efficiency in determining defense intelligence resource requirements, and will more effectively meet the intelligence needs of national and defense customers. This is a powerful concept and one that OUSD(I) believes will have tremendous payoff.

Long began her duties at DIA May 15. She will, no doubt, continue to strengthen and grow DIA's relationship with the OUSD(I) and the ODNI.

Policy in Motion

JICs/JAC MILITARY INTELLIGENCE Program Implementation Study

By CAPT Brian E. Erwin, CE

In the Feb. 27 electronic newsletter, InterComm, Sharon Houy, associate deputy director, explained a recent initiative to realign the Joint Intelligence Centers (JICs) and the Joint Analysis Center (JAC) into DIA. Director of National Intelligence/Department of Defense Decision Directive 338-C3 repositioned the resources associated with JICs/JAC from the General Defense Intelligence Program to a "DIA account" in the newly formed Military Intelligence Program, managed by the undersecretary of defense for intelligence. This will ensure effective and comprehensive resource management for intelligence support to the military.

Since that last article, two separate teams have traveled to each combatant command to discuss issues regarding the transfer. The senior leadership team consists of representatives from the Office of the Chief Financial Executive (FE), the Directorate for Human Capital (HC) and Houy. The leadership team made command visits to discuss the JICs/JAC Military Intelligence Program Implementation Study (JMIS), and held townhalls with each JICs/JAC work force. Following the leadership team, a subject matter expert team, lead by Barbara Estock Mays, FE, visited each command to better understand every aspect of the JICs/JAC operations and their support. The JMIS team also held a townhall with the DIA work force. The final study, scheduled to be completed May 31, will present recommendations to the director.

The senior leadership team first visited U.S. Pacific Command in February; followed by visits in March and April to U.S. Central Command, U.S. Southern Command, U.S. European Command, U.S. Northern Command, U.S. Strategic Command, U.S. Special Operations Command, U.S. Transportation Command and U.S. Joint Forces Command.

During the visits, all of the commands expressed their support to JMIS, and, furthermore, DIA seniors were able to address civilian work force concerns – many of which focused on pay, security issues and personnel differences between being a command asset versus a DIA asset. Military work force concerns primarily focused on requisition authority and fill rates; unit identification code and personnel accounting symbol code structure; management-level review and senior rater; and joint duty assignment list billet justification. With each visit, the JMIS teams identified important issues unique to each command.

Look out for more information as decisions on the JICs/JAC implementation are made. You can also visit the JMIS portal on JWICS at *http://diateams.ne.dodiis.ic.gov/sites/fe/JMIS/default.aspx*.

Human Capital Launches NEW LEADERSHIP PROGRAM

By James A. Mallonee and Carolyn R. Vaden, HC

GEMSTONE, launched in April, is DIA's new leadership and management program designed to develop supervisors, managers and leaders. The program will provide structured learning opportunities at four levels: the individual contributor – non-supervisor; new supervisor or team leader; experienced supervisor or team leader; and manager – supervisor of supervisors. The program will enable employees to develop needed skills and competencies to lead in the intelligence community, now and in the future.

GEMSTONE is open to all civilian employees, regardless of grade or occupation. It's a multilevel program designed to meet the needs of employees at their individual stages of professional development. Here are some frequently asked questions about the program answered by Dr. Edith Alexander, acting division chief of the Center for Leadership and Professional Development.

What is the GEMSTONE program?

The GEMSTONE program is a four-tier leadership development program that emphasizes supervisory and managerial skills. The first tier helps non-supervisors make decisions about entering management. The other tiers target new supervisors, experienced supervisors and managers. Each tier has specific requirements, but they all have core courses, skill application assignments, journaling and mentoring.

How would someone apply for the GEMSTONE program?

Photo by Donna J. Abernathy, HC

Karen McNeill gathers feedback from a program attendee.

A training opportunity announcement will include an application, eligibility requirements and closing date for each program tier. Applicants forward packages through their designated directorate training focal points to the GEMSTONE program office in the Directorate for Human Capital's (HC) Leadership and Professional Development Division (HCL-2).

Do you need to start GEMSTONE at the entry level?

Not necessarily. Depending on your experience, you may enter any tier as long as you meet the prerequisite and eligibility requirements outlined in the training opportunity announcement.

Why do you need supervisory approval to apply?

Supervisory approval is required to participate in GEMSTONE since it involves course and assignment commitments that may affect your current job. Your

supervisor is a key player in creating an individual development plan and providing relevant on-the-job-training assignments.

Can you substitute alternatives for core courses?

No, but if you've taken a core course within the past three years, prior to enrolling in GEMSTONE, you won't need to retake that course.

Where can you find choices for elective courses? Does it matter at which tier elective courses are taken?

A list of suggested courses is available through eZHR and on the HC Web site. There are some courses that can be taken at any level, as well as those that are geared to specific tiers.

How do the skill application exercises work?

Program participants and supervisors establish on-the-job-training assignments that enable participants to apply skills and competencies of completed courses. The GEMSTONE staff provides counseling and assistance, as requested. In addition, participants maintain a journal recording experiences and lessons learned.

What's the purpose of the GEMSTONE journal?

The GEMSTONE journal is a personal developmental tool that tracks progress through each tier assignment. It isn't reviewed, but participants use it to complete summaries of on-the-job-training experiences and rotational assignments.

How long does the program take to complete and what happens if you don't finish within the time limit?

Each tier, with the exception of Tier 1 – Aspiring Leaders – is scheduled to take 18 months to complete. Tier 1 is scheduled to take one year. Requests for an extension of time are considered by the GEMSTONE team on a case-by-case basis.

What happens when you complete all the requirements for GEMSTONE?

Your last assignment is a capstone activity that's reviewed by a senior-level board. Upon completion, you receive a certificate at a graduation ceremony. Program completion is then recorded in eZHR and agency training history.

How will completing the GEMSTONE program benefit my career?

The GEMSTONE program provides participants a solid developmental foundation and experience in leadership skills and competencies needed for successful job performance at DIA.

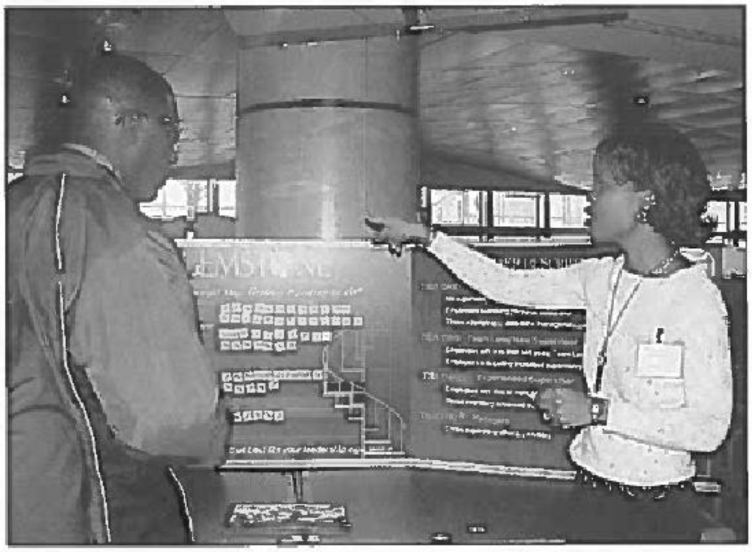
Why is the program named GEMSTONE?

Leadership is the jewel in the crown of DIA. As such, we believe that the program helps polish "diamonds in the rough" for the future of the agency.

For more information about GEMSTONE, contact Constance Rush at (202) 231-2851.

Left - Lucille Cuffy talks with a potential GEMSTONE participant about mentoring opportunities.

Below - LaCresia Hayes presents an overview of the GEMSTONE Program.



Photos by Donna J. Abernathy, HC

Moving Up
JOINT RESERVE INTELLIGENCE CENTERS Surpass Expectations

By COL Darrell C. Dyer, DI

Just as the U.S. Air Force can project America's global reach using the bat-winged B-2 bombers based at Whiteman Air Force Base, Mo., DIA is using its presence at another installation in the Heartland to support warfighters and operational planners on the other side of the globe. The Directorate for Analysis' Military Infrastructure Office (MIO) established a small element along the banks of the Missouri River at Fort Leavenworth, Kan., in October 2004. The element, the Military Infrastructure Analysis Team (MIAT), quickly took root and grew into a fully operational branch of MIO that is already proving to be highly successful.

The genesis of this success arose from the availability of a cadre of experienced analysts. At the same time, a state-of-the-art facility opened at Fort Leavenworth. DIA, as the executive agent for the Joint Reserve Intelligence Program (JRIP), has established the Joint Reserve Intelligence Centers (JRICs) at active and reserve installations around the country to facilitate reserve production efforts.

The Fort Leavenworth JRIC evolved from a single office in the basement of the main academic building into a spacious, modern facility in a completely renovated three-story building with all new workstations, software and secure communications that closely mirror the systems found in the DIAC. The facility has the infrastructure to support 210 JWICS and SIPRNet workstations, which is shared and hosted by the Army Combined Arms Center's Foreign Military Studies Office (FMSO). FMSO conducts unclassified, academic studies on the activities and development of military forces around the world. It established the World Basic Information Library and maintains relationships with friendly militaries around the globe. The MIAT has leveraged the proximity and relationship with FMSO to improve the quality of its intelligence analysis by adding depth and dimension to various core knowledge online (CKO) products based on input from FMSO subject matter experts.

The MIAT is composed of DIA civilians, BAE Systems and SAIC contractors, in addition to mobilized or activated Army reservists. At present, the team is led by COL Darrell Dyer, an activated reservist, and includes two DIA employees, two civilian contractors and seven other mobilized or activated reservists. The core of the MIAT is the 3405th Military Intelligence Detachment (MID). The 3405th MID has a lengthy and successful relationship with MIO that greatly enhanced the quick start up of the MIAT. Seven of the nine reservists are current members of the 3405th MID, and the other reservists and civilian contractors are former unit members. The remainder of the 3405th MID augments the MIAT's intelligence production during scheduled unit training assemblies and annual training periods. MIO benefits from the continuity and

consistency brought to the team by these experienced analysts.

Since its inception and establishment, the MIAT has maintained records in the GEMINI database, authored numerous CKO chapters, and produced several defense analysis reports and other specialized products on various areas of interest, including Russia, North Korea, Pakistan, India, Bangladesh, Burma, Bosnia-Herzegovina, Serbia and Moldova. The MIAT expects to expand its breadth of responsibilities and depth of analysis as it grows to 20 personnel during the next five years.

The MIAT has provided positive proof of the value of the JRICs and the concept of distributed intelligence production. The high quality of intelligence products coming from the MIAT have quickly surpassed expectations. The MIAT has also assisted in meeting DIA's goals of alleviating space constraints at the DIAC. The MIAT has truly become a fully contributing branch of the larger MIO team!

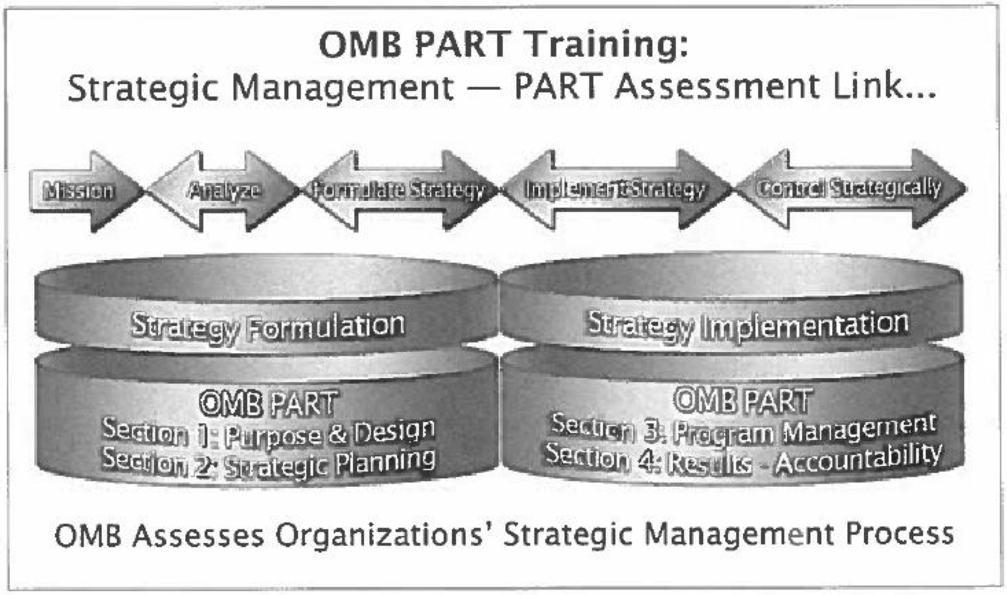
OMB PART Training Workshops

Preparing DIA to implement PERFORMANCE BUDGET INTEGRATION

By Andrew L. Giacomini and Frederick C. Jefferson III, FE

In December 2004, the Office of the Chief Financial Executive (FE) developed a training workshop to prepare DIA to successfully implement performance-budget integration and complete the Office of Management and Budget (OMB) Program Assessment Rating Tool (PART) evaluations. Because PART evaluations assess directorates' strategic management processes, FE developed a "Managing Strategically" workshop. While the workshop's primary audience was DIA, a few General Defense Intelligence Program personnel also attended.

The workshop provided participants with an overview of the strategic management process and described how to apply the process within the context of their business functions. Participants examined their mission, strategy, implementation, and evaluation and monitoring approaches to ensure their resource allocation decisions supported DIA strategy. Four application exercises provided a more in-depth view of strategic management activities. At the conclusion



OMB PART Training:
Strategic Management — PART Assessment Link...

Mission
Analyze
Formulate Strategy
Implement Strategy
Control Strategically
Strategy Formulation
Strategy Implementation
OMB PART
Section 1: Purpose & Design
Section 2: Strategic Planning
OMB PART
Section 3: Program Management
Section 4: Results - Accountability

OMB Assesses Organizations' Strategic Management Process

of the workshop, participants made commitments to take appropriate follow-on actions based on what they had learned in order to improve performance-budget integration efforts throughout the agency.

FE developed and facilitated a second workshop to extend the concepts presented in the initial session. This workshop — "Developing Effective Performance Metrics" — taught attendees how to develop performance measures and targets to effectively gauge progress toward accomplishing agency objectives. Effective measures and targets are components of effective strategic management, a PART evaluation area of emphasis. These measures and targets ensure strategic plans comply with the Government Performance and Results Act.

Reaction to the workshops has been favorable. Participants now have a greater appreciation for the need for soundmanagement practices that effectively implement performance-budget integration. Moreover, they are able to articulate the concepts of the strategic-management model and understand that having sound strategic-management processes in place is the only way to guarantee mission accomplishment and achieve performance-budget integration that will ensure successful PART evaluations.

In 2005, FE facilitated the "Managing Strategically" workshop for the Directorates for Administration (DA), Analysis (DI), Human Intelligence (DH) and MASINT Technical Collection (DT). Based on directorate requirements, the workshop expanded to two days, which allowed participants sufficient time to discuss their strategic management processes. The Directorate for Human Capital (HC) participated in the "Managing Strategically" workshop in January 2006. Now, more than 260 personnel from across DIA have participated in PART training workshops.

For more information regarding PART training workshops, please contact Andrew Giacomini, FE's Defense Intelligence Resource Management Office (FE-1), at (703) 697-4085.

Remembering a Patriot

PATRIOTS'
MEMORIAL

Elizabeth Prescott, daughter of CWO Robert W. Prescott, stands in front of the Patriot's Memorial where her father is remembered. Prescott last visited her father's memorial when she was five and wanted to revisit it on a recent trip from California. The DIA History Office and the Directorate for Human Intelligence led her tour. The Patriot's Memorial was created to honor and remember DIA employees who were killed while serving the United States. CWO Prescott worked in the Defense Attaché Office in Guatemala. He died in the crash of a Guatemalan Air Force plane on Jan. 21, 1984. He was a career U.S. Army intelligence specialist and was assigned to Guatemala in 1981.

A GRATEFUL NATION RECOG
THOSE WHO HAVE MADE THE SUPRE
WHILE PROTECTING OUR FRE

Photos by Chalessa Y. White, CP

Interview with the DIRECTOR FOR INTELLIGENCE, J2

By Communiqué Staff, CP

RDML David J. Dorsett was assigned to DIA in July 2005 as the agency's director for intelligence, J2. The directorate provides all-source intelligence to the Joint Chiefs of Staff, the secretary of defense and the unified commands. J2 serves as the intelligence community manager for support to military operations, and is the director of the Joint Warfighting Capabilities Assessments for Intelligence, Surveillance and Reconnaissance (ISR) under the Joint Requirements Oversight Council. It also coordinates joint intelligence doctrine and architecture, and manages intelligence for warfighting assessments.

Prior to his appointment as DIA's J2, Dorsett served as the director for intelligence, United States Pacific Command (PACOM), from November 2003 to July 2005. He also commanded the Joint Intelligence Center, U.S. Central Command (CENTCOM) between 1999-2001, where he managed intelligence support to theater forces during Operations Southern Watch and Determined Response. In June 2001, he assumed duties as the director, Intelligence, Surveillance and Reconnaissance Requirements and Resources on the Office of the Chief of Naval Operations staff.

The Communiqué staff spoke with Dorsett about his impression of the agency, how his previous assignments prepared him for his role as the J2, and the impact the Defense Joint Intelligence Operations Center (DJIOC) will have on J2.

COMMUNIQUÉ: *Please tell our audience how your previous assignments have prepared you for your role as the J2.*

RDML DORSETT: I've worked at CENTCOM and PACOM, and I believe most of the combatant command positions are well suited for preparation for the Joint Staff J2 job, predominantly because the core element of the job is providing intelligence assessments and advice to the commander. In this case, I provide the intelligence assessments and advice to the chairman of the Joint Chiefs of Staff. So, if you've done that throughout most of your career, you are fairly well prepared at the combatant commander level, and, frankly, the morning routine is very similar.

Another aspect of working at a command is that you facilitate activity across your theater of operation. Meaning you ensure the component commanders have sufficient ISR resources, then you listen to their requirements and try to adjudicate and support their needs.

At the Joint Staff level, I do the same thing; I facilitate a lot of those requirements. Virtually everyone else has more responsibility to execute, but I ensure that the command's needs are met. I make certain that the intelligence community and the national agencies are communicating and sharing information.

COMMUNIQUÉ: *How will the establishment of the Defense Joint Intelligence Operations Center (DJIOC) impact the J2 function?*

RDML DORSETT: It is important to re-emphasize that the DJIOC will be a dramatic change for DIA. In fact, my comment to those at DIA is, hold on to your hats. We are transitioning from the intelligence analysis and production that has existed over the last couple of decades to an organization that is much more actively involved in intelligence operations and in influencing operations. The introduction of the Joint Functional Component Command for ISR was a prelude to the establishment of the DJIOC, although they were not initially related. These two entities will really transform how work at DIA is done.

While there are still proposals that need to be approved by LTG Maples, I envision that the Joint Staff will transfer resources and better-suited capabilities to the DJIOC, such as national intelligence support team responsibilities, intelligence campaign planning and our responsibilities for global force management of intelligence personnel. I believe the DJIOC will become more the center of gravity for synchronizing intelligence operations in the future; in the past, it has been the Joint Staff J2, so there will be a shift in the center of balance, if you will.

I believe the DJIOC will become more the center of gravity for synchronizing intelligence operations in the future; in the past, it has been the Joint Staff J2, so there will be a shift in the center of balance, if you will.

I think this is exactly what is needed. The authorities of the DJIOC director empower him to accomplish things that I can't do as a staff officer. One of the concepts behind the JIOC, is to empower those intelligence leaders who have resources and who can execute intelligence activities. So, the DJIOC has great potential to significantly improve the synchronization across the intelligence community and within the Department of Defense (DOD).

COMMUNIQUÉ: *LTG Maples said in his Director's Call that we need to drive intelligence campaign planning (ICP). What is J2's current role in ICP and how will the role be affected by the stand-up of the DJIOC?*

RDML DORSETT: ICP has only been around for a little more than a year, so it really is a new edition across DOD. The Joint Staff has held the leadership role in this arena and those key people with experience in ICP will move to the DJIOC. Currently, we have staff assigned to the DJIOC to help define the structure that it will use. I would expect that the DJIOC will find that they need more people to do ICP, so that function will have to grow as the commands become more engaged. The J2's remaining role will be to have visibility into what planning is being done and ensuring that needs are being met – if they're not, then I come in and help facilitate.

COMMUNIQUÉ: *There have been a number of changes in the J2 over the past several years. What are your long-term goals for the organization?*

RDML DORSETT: I'm making a couple of internal changes to the J2 structure to help us focus on the remaining mission and responsibilities of the J2. We're organizing according to our responsibilities. The Executive Support Division will provide support to the secretary of defense, chairman and other senior leaders. The Joint Staff Support will handle the daily actions and issues across the Joint Staff and the commands. The National Military Command Center (NMCC) Support Division, formerly known as the National Military Joint Intelligence Center, will support the Joint Staff Directorate of Operations (J3) and the NMCC. The Targeting Division will largely remain the same.

COMMUNIQUÉ: *What impact has the implementation of the Defense Intelligence Analysis Program (DIAP) had on the J2? Are there issues that need to be addressed?*

RDML DORSETT: The DIAP, with its Master, Measure, Monitor (3M) approach, is an alignment of responsibilities between DIA, the commands and the service intelligence agencies like the Office of Naval Intelligence or the National Ground Intelligence Center. My responsibilities as J2 are almost exclusively current intelligence. To use a phrase from VADM Jacoby, we just package that information, do a sanity check on the assessments then put it forward – but we are not doing long-term analysis. We don't have to be the Joint Staff "masters" of any of our issues because we rely on DIA and the commands to do that.

Take Iran for example. I would rely on an Iranian analyst at DIA and at CENTCOM for the basic analysis, I would even pull information from CIA and other sources. Then we take the relevant information and put it together for the chairman and the secretary of defense. The J2 has more of a monitor function.

COMMUNIQUÉ: *What is your impression of the agency?*

RDML DORSETT: I've had a relationship with DIA since I was a defense intelligence college student back in 1982. DIA was certainly much different back then. The work force has almost exclusively changed over the last two decades. The seniors that are in DIA now were the junior to mid-grade personnel then. I would say that DIA has gone through a handful of evolutions – this creation of the DJIOC is one of those.

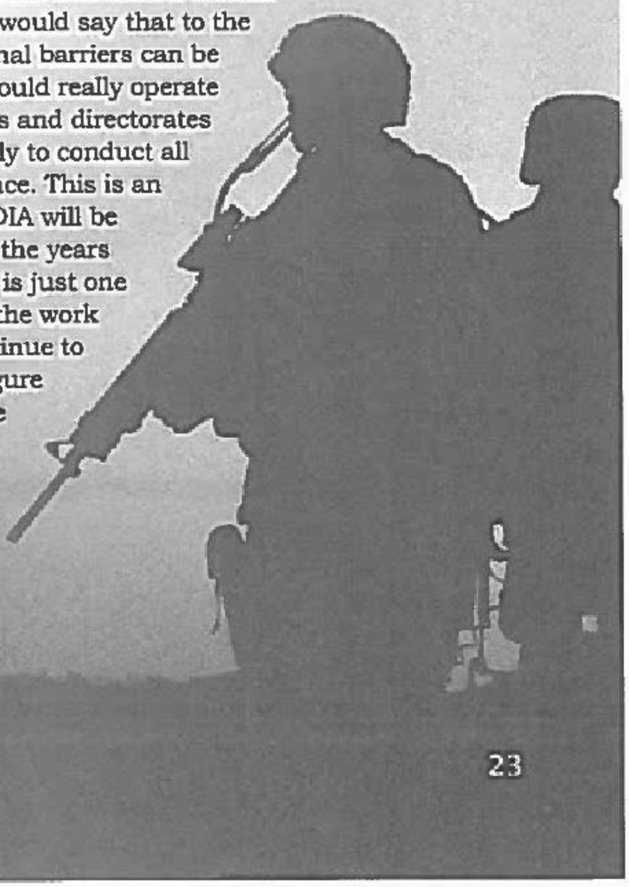
The work force that I see – whether it's a 24-year-old new employee or a 52-year-old employee – is mostly bright-eyed, engaged and enthusiastic about their jobs. Typically, the seniors have most of the depth and the juniors have more flexibility to change. The challenge for DIA is to find the balance between the two. The analysts I have seen not only show initiative and willingness to change and improve things, but they also have a fair amount of analytical depth. They have great potential and that should be encouraging to DIA. I think DIA, at this point in its history, has a pretty good balance, which is very positive.

COMMUNIQUÉ: *Is there anything else you would like to share with the work force?*

RDML DORSETT: I would like to address future challenges within DIA. The creation of the DJIOC is just the most recent improvement at DIA, others are coming and they have not all been identified.

One area that we need to tackle next is improving DOD warning. It is my perspective that the mechanisms that we use were formed during the Cold War era and we have not made dramatic modifications to our warning processes. As we start implementing DJIOC and have a bit more free time to look at the warning issue, I'm going to apply some of my time and energy to this project.

There are other issues as well. For example, fundamental processes and how intelligence is collected. It's my belief, that for too long we've tied ourselves to the intelligence cycle – from planning, to collecting, to analysis, to dissemination – and by doing that we fragment ourselves, and stovepipe our activities. Therefore, we need to breakdown some of those barriers. The DJIOC should help do that, but I would say that to the extent that additional barriers can be broken down, we could really operate across departments and directorates to work more closely to conduct all phases of intelligence. This is an issue that I think DIA will be challenged with in the years ahead. The DJIOC is just one step and, frankly, the work force needs to continue to look at that and figure out how to improve things.



Interview with the ASSOCIATE DEPUTY DIRECTOR

By Communiqué Staff, CP

Sharon A. Houy became DIA's associate deputy director (ADD) in July 2005. Prior to assuming her current position, Houy represented DIA at the National Security Agency (NSA), where she improved information sharing and enhanced collaboration between NSA and DIA. Previously she served as the vice deputy director for analysis and chief of the Counterproliferation and Technology Office, both in the Directorate for Analysis (DI). Houy began her career with DIA in 1982 as a military capabilities research analyst in the Soviet Warsaw Pact Division, where she worked issues ranging from ground forces tactics to Soviet strategy and doctrine.

The Communiqué staff spoke with Houy about her new role as the ADD and the responsibility of her office. Ms. Houy also addressed the Joint Intelligence Centers and the Joint Analysis Center Military Intelligence Program Implementation Study (JMIS)

COMMUNIQUÉ: *The associate deputy director is a fairly new job; please explain the responsibilities associated with your position.*

MS. HOUY: This position, associate deputy director, was established in July 2005 to assist the deputy director in running the core mission of DIA. My staff and I are primarily focused on analytic and collection issues and on quality and process improvement in DIA. The functions of my office are: an action element for the deputy director, representing the Command Element in the DIAC, advocating cross-directorate integration, managing our community agency liaison positions, working on process improvement, and overseeing our support to homeland security and critical infrastructure protection. I also provide assistance with the deputy director's role as the senior manager of the Defense Intelligence Senior Executive Service and the Defense Intelligence Senior Leadership corps. Most recently, we became responsible for the Joint Intelligence Centers and the Joint Analysis Center Military Intelligence Program Implementation study, called the JMIS.

As the action element for the deputy director, we run the biweekly staff meetings to ensure the directorates have a forum for discussing issues of concern and cross-directorate activities. One of our objectives in this role is to alleviate some of the administrative burdens on the directorates. For example, if a tasking comes in and it cuts across several of the operational directorates – collection and analysis in particular – then we are tasked to coordinate the response, which can take some burden off of the directorates themselves.

Our move to the DIAC Expansion last fall represents the first time we've had a permanent Command Element presence at the DIAC. It allows us to handle directorate issues in person and resolve them at a level below the director and deputy director. We welcome anyone to visit us in S100.

One of the core missions of the ADD is to advocate cross-directorate integration, which is reinforced by the Strategic Plan. We are working with the directorates to maximize integration opportunities primarily of collectors and analysts. This is both physically and virtually. Having the collectors move into the DIAC has already permitted them to work more closely with the analytic groups. While one objective is a greater physical integration, the ultimate goal is to change our business practices regarding how our analysts and collectors work together to share their knowledge. The expected outcome is a deeper understanding of tough intelligence challenges. We are also embedding analysts forward with the collectors around the world, which gives them on-site support and in-depth expertise on various topic areas. Cross-directorate integration has improved personal relationships, which has built up trust and allowed for more information sharing, impacting the way we do business in the support of all-source operations.

> Cross-directorate integration has improved personal relationships, which has built up trust and allowed for more information sharing, impacting the way we do business in the support of all-source operations.

Another more visible mission is to manage DIA's community agency liaison positions. An important aspect to enable all-source operations is our ability to leverage the knowledge of other agencies. We do this through our senior agency representative offices, and through embedding senior staff within the intelligence community. Currently we have official DIA senior representative offices at the National Geospatial-Intelligence Agency (NGA), the National Security Agency (NSA), the Department of State and the Department of Homeland Security – our newest liaison. At these organizations, the DIA senior representatives ensure that the Department of Defense (DOD) and DIA activities are well understood, and increase information sharing both to and from DIA. Our successes have been great in taking this approach. In one sense, it allows us to take integration to an interagency level.

Process improvement is another responsibility of the ADD. We are looking across the agency at current procedures and establishing better ways to do them. For example, we have streamlined and improved the quality of the information memoranda, those short substantive papers that go straight to the secretary of defense and/or the undersecretary of defense for intelligence. We also staffed the director's recent decision on consolidating all of DIA's document exploitation functions under the National Media Exploitation Center.

One of our other roles is to oversee DIA's support to homeland security and critical infrastructure protection through the Office for Critical Infrastructure Protection and Homeland Security/Defense (DD-C), led by Dr. Richard Gault. This office works across the agency to pull together all the dispersed pieces that support homeland security and homeland defense. Additionally they work with the commands, services and national-level agencies to ensure that our intelligence, surveillance and reconnaissance (ISR) infrastructure assets have resiliency in the event of a disaster – it's really about mission assurance and continuity of operations for all of DOD's ISR assets.

COMMUNIQUÉ: *The Feb. 27 InterComm newsletter published an article on the status of the JMIS. What new information and/or decisions have been made*

regarding this topic, and what are your impressions on the acceptance of this initiative?

MS. HOUY: The decision was made last fall to move the General Defense Intelligence Program (GDIP) resources that are within the J2s out at the combatant commands into DIA's Military Intelligence Program (MIP) beginning in fiscal year (FY) 2007. The director has been named the component manager for the DIA MIP resources including those within the command J2s – in other words, the Joint Intelligence Centers and the Joint Analysis Center and the GDIP personnel of the J2 staff. This was done as part of remodeling defense intelligence and in essence creates a defense intelligence enterprise managed by DIA. I am leading a study that will make recommendations to the director on how to implement this programmatic change. The study is due on May 31.

Photo by Tina Cannon, HC

Associate Deputy Director staff from left to right: CAPT Brian Erwin, Crystal Ford, Victoria Prescott, Sharon Houy, Andrew Ramotnik, Tammy Hunt and Tim Rider.

While the program decisions have already been implemented, we've made two important interim decisions for FY07 to ensure uninterrupted intelligence support to the commands.

First, the military personnel were put back into service accounts for FY07. We immediately recognized that bringing on board the number of military personnel for an October 2006 start date was going to be impossible. The director has stated that he will ensure there is no negative impact to the intelligence support to the J2s and the commands. In order to do that, we need to be able to make sure that the commands get the same fill rate of military personnel that they have today, that the military personnel will receive their joint duty assignment accreditation, and that we have the correct procedures in place to know how they will be rated, who's going to administer their drug tests, who's going to do their security clearance and so on. FY08 and beyond will be determined by the study.

Second, according to a recent decision, DIA will send the civilian pay to the command executive agents for FY07; the civilian employees will remain supported by the commands and services. We are working out the details for a new paradigm for DOD manpower: the DIA-funded billets will be on the command Joint Table of Distribution, but the employees will remain service employees for FY07. This will give us the time to complete the study and identify the support mechanisms we will need to have in place to ensure this work force will receive the same benefits – training, awards, etc. – that the rest of DIA expects.

COMMUNIQUÉ: *What are the most prevalent concerns from the commands?*

MS. HOUY: The commands have varying reactions to this change. Many of the commands are whole-heartedly supporting this effort, but some of them have serious concerns. During our leadership visits, we have found similar concerns across the commands. But we have also found much more acceptance of the change than what was originally voiced. Hearing their concerns in person has been extremely helpful to the study and we have reiterated to each of the commands the importance of their concerns for the study.

A main concern is command and control over the personnel for FY08 and beyond. These will be DIA personnel under the commands' J2 operational control. This is a paradigm shift that challenges traditional management concepts that will need to be clearly defined in the implementation plan.

Another concern is that this change will split the J2 work force. Right now the civilians within a command J2 are single service employees. Under this change to the DIA MIP, only the GDIP personnel will switch to DIA, creating a mixed service-DIA civilian cadre. As a result, some of the J2 work force will be operating under DIA benefits, and some not. We are taking this issue under consideration in the study.

A big concern for DIA is the cost. We are identifying in the study the non-GDIP support that the command J2 receives, whether that is personnel support or core mission funding. That said, DIA has done this many times before. We merged the Missile and Space Intelligence Center and the Armed Forces Medical Intelligence Center into DI and we consolidated service human intelligence into the Directorate for Human Intelligence (DH). In addition, we are merging the command J2 information technology experts into the Directorate for Information Management & Chief Information Officer (DS) under the DOD Intelligence Information System (DoDIIS) Way Ahead. With those experiences under our belt, we should be able to execute this change. However, to accomplish it properly to DIA standards, we will need significant additional resources for human resources, training, logistics, finance and management.

COMMUNIQUÉ: *Is there anything else you would like to share with our readers?*

MS. HOUY: I would like to share a little career advice. Each job I've had with DIA I have always believed was the best job in the agency at the time. I really hope that everyone feels that way about his or her job, too. I took a couple of career leaps that I believe helped me get where I am today.

I took a rotational to the Director of Central Intelligence's Arms Control Intelligence staff, which really opened my eyes on how the rest of the community works and how we all work together to solve difficult problems. It was also my first management job. Having to rate personnel from different agencies and understand their different cultures all at once made me a stronger manager back at DIA. I also brought back from that experience many positive relationships, friendships and much knowledge about the intelligence community.

My second rotation was at NSA where I was embedded at a very senior level and had access to their senior staff meetings. I was able to get to know and understand their day-to-day operations and capabilities – what a fantastic opportunity to see it from the inside. Moreover, I learned more about DIA by being outside of it. In my position as the senior executive representative, I worked with every directorate at DIA on numerous topics. I strongly recommend employees consider taking assignments either outside DIA or as one of our representatives to a command, agency or foreign partner. They are not easy jobs, but you will come back a stronger DIA employee.

DIA'S SENIOR AGENCY REPRESENTATIVES

Ghristine McKeown, senior representative at NGA, and her office have been able to significantly improve the relationship between our two agencies in addition to advancing collaboration across the full-spectrum of activities. We are experiencing an unprecedented level of collector-to-collector engagement.

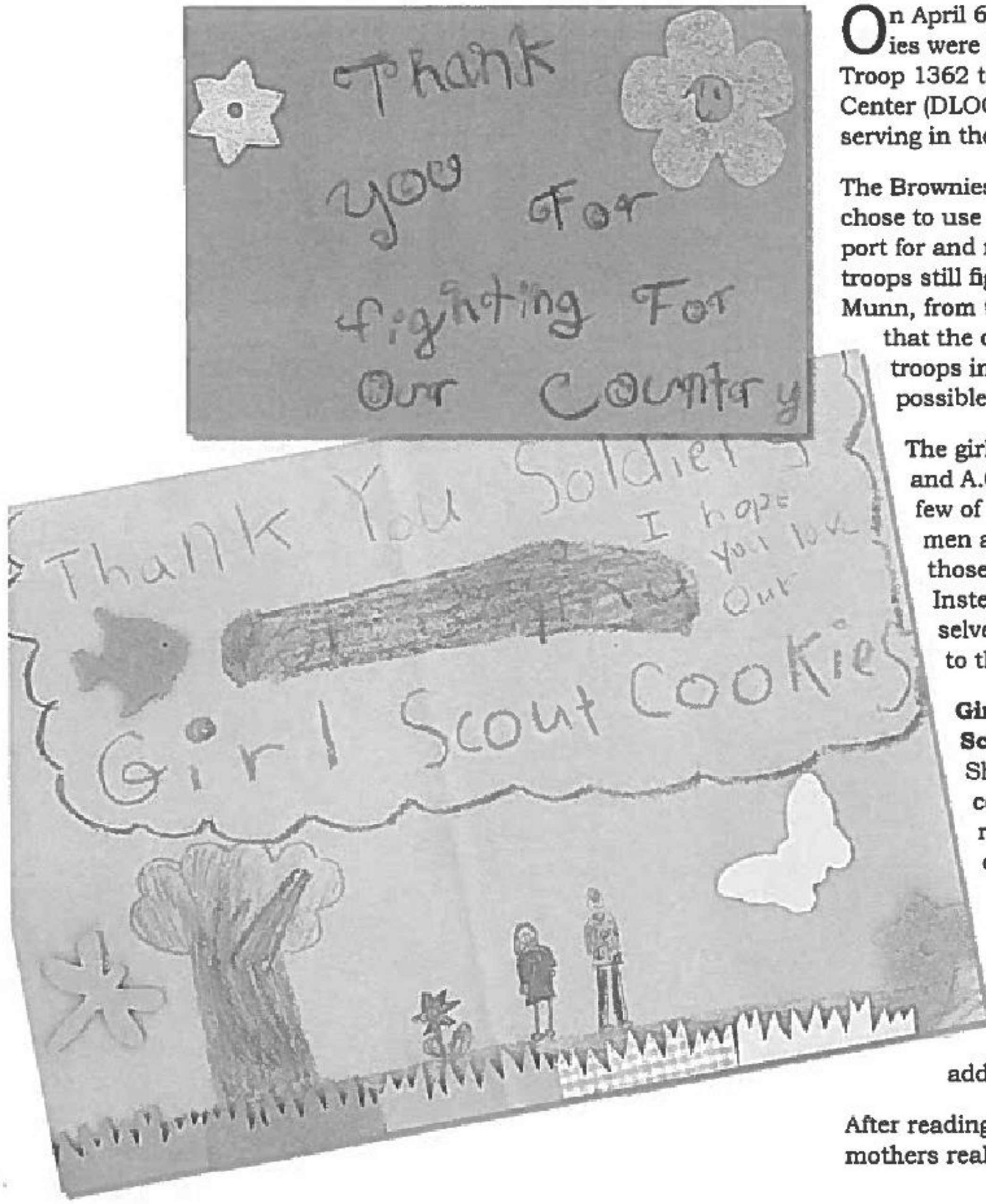
Patrick Conway, senior representative at NSA, and his office have had great success accessing data, improving DIA's understanding of targets and improving collection on DIA priority issues. We recently received our first NSA signals intelligence (SIGINT) representative who is working in DI, providing direct SIGINT support to our analytic offices.

Mark Harrison, senior representative at the Department of State (DOS), is ensuring that our analytic products and information on our collection activities are getting to the highest level policy decision-makers. In return he has been able to gain us access to more DOS reporting.

Peter Klein, the new senior representative at the Department of Homeland Security (DHS), will ensure that DHS intelligence-related efforts receive the full benefit of DIA capabilities to include DIA homeland security-related analysis. Klein will also run the Homeland Security Intelligence Council Integrated Intelligence Board that is focused on improving intelligence within DHS.

THIN MINTS, TAGALONGS, SAMOAS ... Oh My!

By Cindy H. Riquelme, ODNI


Thank you For fighting For Our Country
Thank You Soldiers
I hope you love our
Girl Scout Cookies

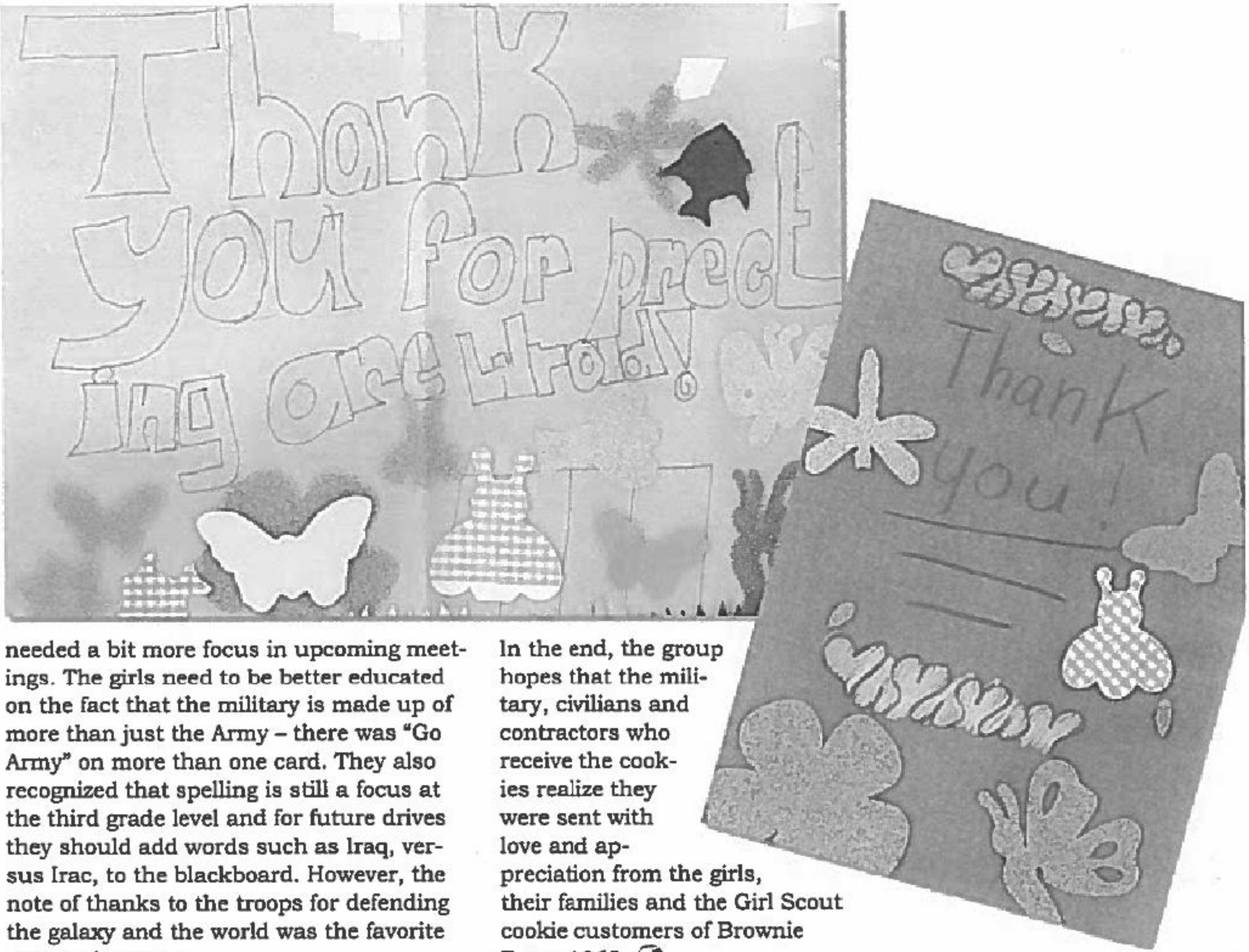
On April 6, 17 cases of Girl Scout cookies were hand carried by local Brownie Troop 1362 to the DIA Logistic Operations Center (DLOC) to be delivered to personnel serving in the Middle East.

The Brownies, led by Suzanne Cummings, chose to use their cookie drive to raise support for and maintain awareness of those troops still fighting the war on terror. Roger Munn, from the DLOC, assured the group that the cookies would go out to the troops in Iraq and Qatar as soon as possible.

The girls sold cookies at local K-Mart and A.C. Moore stores in Virginia. A few of them became quite the salesmen and provided a way out to those who were counting calories. Instead of buying a box for themselves, patrons could donate a box to the troops.

Girl Scout cookie mom, Kathy Scripka, was the local hero. She housed all of the Brownies' cookies and gave up her living room floor space during the cookie drive. The girls' troop leader gathered all of the cookie boxes and let each girl add "Thank You for Serving" stickers on them. They also made thank you cards out of construction paper and added puffy stickers to each note.

After reading several of the cards, the mothers realized there were a few facts that



needed a bit more focus in upcoming meetings. The girls need to be better educated on the fact that the military is made up of more than just the Army – there was "Go Army" on more than one card. They also recognized that spelling is still a focus at the third grade level and for future drives they should add words such as Iraq, versus Irac, to the blackboard. However, the note of thanks to the troops for defending the galaxy and the world was the favorite among the moms.

In the end, the group hopes that the military, civilians and contractors who receive the cookies realize they were sent with love and appreciation from the girls, their families and the Girl Scout cookie customers of Brownie Troop 1362.

Th an kY ou for the co ok ie s!

Photo submitted by DA

Personnel at the Combined Media Processing Center in Qatar show their appreciation for the cookies.

DIA Observes READ ACROSS AMERICA Day

By Carlynn D. Marsh, EO

DIA joined the nation in observing Read Across America Day, which commemorates the birthday of Theodor Seuss Geisel, better known as Dr. Seuss – whose books are enjoyed by children of all ages. Originally created on March 2, 1998, as a one-time event on the anniversary of Seuss' birthday, Read Across America encourages and celebrates the joy of reading. Since then, the event has grown into an annual, nationwide event promoting daily reading. Read Across America also supports the presidential No Child Left Behind initiative.

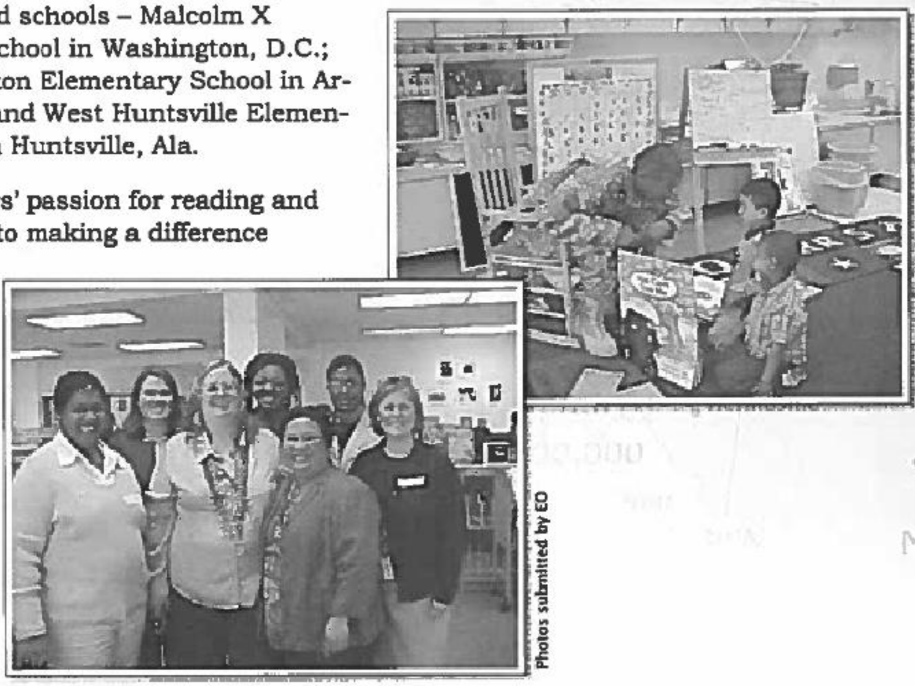
More than 60 DIA volunteers took part in the event by reading to students, from pre-kindergarten through the sixth grade, at our adopted schools – Malcolm X Elementary School in Washington, D.C.; Hoffman-Boston Elementary School in Arlington, Va.; and West Huntsville Elementary School in Huntsville, Ala.

The volunteers' passion for reading and commitment to making a difference served as an inspiration to the students in their quest to improve their reading and comprehension skills.

After completing the reading sessions, students, faculty and volunteers shared snacks and great conversation. Indeed, these vibrant and sharp students had lots of fun, and their principals were appreciative of our involvement.

The Equal Opportunity Office (EO) would like to thank the Adopt-A-School Program liaisons, volunteers and their supervisors for supporting the agency's community outreach efforts. Thank you for making a difference!

For additional information on this and other Adopt-A-School Program initiatives or to volunteer as a tutor or mentor, please contact Carlynn Marsh, Adopt-A-School program coordinator, at (202) 231-8179.



Photos submitted by EO

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MajGen Ennis - PERSPECTIVES Upon Departure

By the Directorate for Human Intelligence, DH

DIA bid farewell to MajGen Michael Ennis who, for two years, was the deputy director for human intelligence (DDH). During that period, Ennis presided over the largest transformation of defense human intelligence (HUMINT) since its creation in 1995. He oversaw the implementation of more than 30 initiatives designed to ensure defense HUMINT remains a relevant and robust source of intelligence information, as well as a reliable intelligence community partner in the ongoing Global War on Terrorism. As Ennis prepared for his new assignment as the deputy director of the National Clandestine Service, he shared some of his insights and perspectives on the Directorate for Human Intelligence (DH) transformation and the future of DH.

DH Transformation: Understanding the challenges

Ennis brought to DIA a breadth of tactical and strategic-level experience, as well as a unique perspective that has been instrumental in DH's transformation. When asked of the challenges associated with the DH transformation, Ennis offered that the most challenging aspect of his job was dealing with changes in DIA's business practices that were made without a real understanding of HUMINT, or the impact they would have on HUMINT operations. HUMINT, unlike its analytic, technical and support counterparts, is essentially operational. This operational nature not only defines what HUMINT does, it defines its management and support processes as well. DH operations are a 24/7 global enterprise. Their fast-paced, sometimes high-risk, nature requires highly responsive support. To be fully successful, support to HUMINT operations needs to be a corporate activity, utilizing the professional capabilities of all elements of DIA. It is incumbent upon DH to foster a better understanding of and greater appreciation for HUMINT operations throughout DIA to create that sense of urgency that is so critical to their success.

Ennis remains proud of the individuals within DH who have never lost sight of the mission and continue to charge hills on a daily basis.

DH Transformation: Implementation

There are more than 30 transformation initiatives in progress, which have been designed to make defense HUMINT more operationally relevant and responsive in the emerging threat environment. Theses initiatives range from the establishment of new HUMINT operating bases, a new global outreach program with combatant

commands to identify theater requirements and the realignment of the defense attaché system. Ennis believes that the transformation initiatives are on target to meet the objectives; the critical component now is the time required for implementation. He believes it will take at least 10 years to realize the goals of defense HUMINT transformation. Ennis does not see any need for new, dramatic changes in the near future and, instead, envisions a continued building upon the established foundation. Ennis is hopeful that the new DIA leadership will remain committed to the transformation and continue to provide the time and attention necessary to see it through to fruition.

The Future of DH

Ennis sees DH as a major participant in the Office of the Secretary of Defense HUMINT transformation initiative. The DH transformation initiative – to centralize collection management with issue managers at the headquarters level – is perfectly structured to become the core of the new Defense Joint Intelligence Operations Center (DJIOC) HUMINT operations cell. Similarly, the newly established strategic planning cell will be well suited to provide HUMINT input to DJIOC intelligence campaign planning staff. When national plans and requirements are sent to the combatant commanders, DH representatives will be part of the DJIOC forward to ensure HUMINT requirements are incorporated into the theater JIOC intelligence campaign plans.

Finally, to round out the theme of centralized management and decentralized execution, the DH operating bases and the defense attaché offices will do the actual collection and de-confliction. This concept is completely consistent with the Department of Defense thinking and offers DH great potential as a provider of responsive, reliable and relevant HUMINT.

Parting Wisdom

According to Ennis, the greatest satisfaction in serving as DDH comes from knowing that DH collectors have been successful in their operations. Whether it was the discovery of a vehicle-borne improvised explosive device factory, the capture of a high value target, the disruption of the cycle of insurgency in Iraq, the hindering of terrorist operations in Afghanistan, or the provision of a critical piece of information that led to a successful operation – all were accomplished without a single loss of life. These accomplishments reflect on everyone in DH from the support staff, to the information technology personnel, to the managers and the reports officer. It is a team effort and everyone is a hero.

Concluding two years as DDH, Ennis offered the following parting words:

"To the collectors, never underestimate the importance of the work you do; your efforts are vital to the security of the United States. To DH managers, continue your wise and effective use of limited DH assets. To DIA, DH does things the way it does because of what it does. The more one knows the what, the better one will understand the why. It has been a highlight of my career to work with such a dedicated and committed group of professionals. I look forward to working with you again as we fuse the capabilities of all IC partners in an even more collaborative effort."

DEPARTMENT OF THE NAVY • UNITED STATES MARINE CORPS

Homage to DIA's RETIRING IN-HOUSE ARTIST

By Joanna B. Davis, DS

Photos by Joanna B. Davis, DS

Thanks to inspiration from his fifth grade teacher's nose, Emil Markulis, Directorate for Information Management and Chief Information Officer (DS), became an artist whose work brightened the drab atmosphere in the DIAC. With the majority of his tenure spent as a librarian-cataloger, Markulis' artwork was once displayed on the walls of DS' graphics lab, which was referred to as "the gallery." Here's a closer look at the colorful contributions of a man who will not soon be forgotten.

Top and above - Emil Markulis with sketches of his work and "The Gallery."

Markulis first introduced his artwork to DIA when he began decorating the DIAC mailroom many years ago, but recalls he discovered art by "drawing Mrs. Sagers' nose in fifth grade." While asked to draw portraits from examples she gave them, Markulis and his "misfit" friends found her very long and pointed nose much more interesting. As years and more solid inspirations passed, Markulis decided he would become an artist even if he never took lessons or became famous.

The DIAC mailroom, where Markulis began displaying his art, was small and without windows. He used his artwork to add scenery and lift the spirits of those who spent their time inside. Each piece evolved with the latest learned technique and subsequently his talent grew with time.

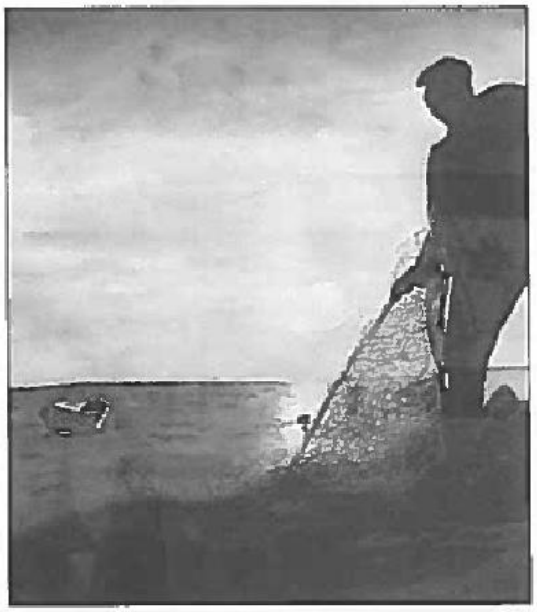
Many of the pieces that were posted in the gallery were sketched or painted replicas of photographs from co-workers and friends. Although these were the majority, Markulis claimed he found inspiration "from anything and everything." Sometimes inspiration would come from a walk or jog through a garden, the countryside or even when he took his son to WrestleMania last August. The subject matter of his paintings and sketches were very diverse. His pieces ranged from a depiction

of his parents' wedding day to a watercolor of a simple flower to scenes from a March Madness basketball tournament.

Upon retiring, the one piece of art Markulis left behind was based on a book he read – a rendition of the camp where the Son Tay raid took place to rescue American prisoners of war (POWs) held hostage during the Vietnam War. He created the painting after he heard there was a need for military intelligence artwork in the DIAC Expansion Building and wanted to contribute.

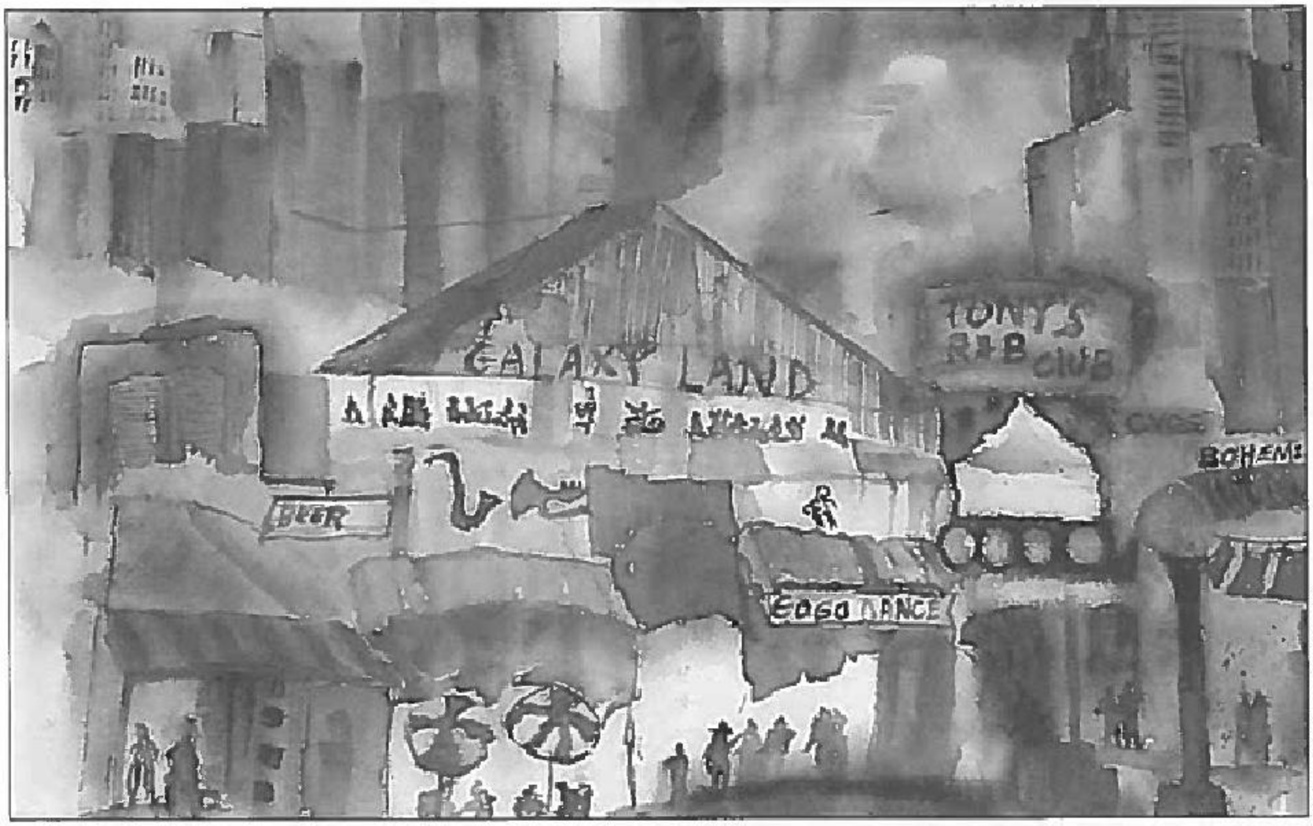
Markulis' retirement plan is to devote more time to art. Retirement will allow him to paint often, take more watercolor workshops and teach children how to draw.

As William Adair, an artistic mentor to Markulis and a well known gilder in Bethesda, Md., once told him, "Always keep painting. Do not get discouraged because art is 10 percent ability and 90 percent desire." Luckily, Markulis' retirement schedule will permit him to paint as much as he desires!



Left - "New Foundland Fisherman"

Below - "Downtown Geneseo, N.Y."



Photos by Joanna B. Davis, DS

This spring DIA said goodbye to many long-time employees. The Communiqué staff interviewed a few of these departing "legacies" and asked them to share their career experiences and a few words of wisdom. This is the first of many profile's we'll be sharing.

If you wish to nominate an individual in your office who is retiring, please contact Sarah Mazur, associate editor of the Communiqué, at (703) 697-0297.

PROFILES

Photo by Margan A. Carlstrom, CP

Karren SCOTT

How long have you been with DIA, and where have you worked within the agency?

I've been with DIA for more than 31 years. That sounds like a very long time with one agency, but it feels like I've had several different careers. That's because I've had the opportunity to work in many different areas — military capabilities analysis, production management, liaison to U.S. policymakers, strategic planning, resource management and, most recently, support to the U.S. critical infrastructure protection and homeland defense mission. In addition, I've had interesting assignments at CIA and the Office of the Secretary of Defense, plus a great year at the Army War College.

What are your fondest memories with the agency?

Other retirees have told me it's the people that I'll remember and miss the most. That's true, because the things I've enjoyed the most at DIA have involved working with teams of great people. Managing the "President's Book" during the 1980s will always be special to me, as well as being a contributor to the Soviet Military Power project. Both are examples of DIA teamwork at its very best — I'll never forget all the talented people who made them a big success. I've also enjoyed working side by side with the military, as well as supporting U.S. policymakers through six different administrations. Some policymakers have been better than others at effectively using intelligence, and it's been a challenge through all administrations to ensure that our intelligence analysis wasn't swayed by policy agenda. Many of my jobs have involved very long hours and intense pressure. Those jobs were exhausting, but also exhilarating because we believed we were making a difference.

A sad memory of course is the Sept. 11 attack on the Pentagon. I'll always remember the people we lost and how everyone pulled together so bravely afterward. Because of this, I'm especially glad that my last assignment at DIA has involved the homeland defense mission.

What lessons did you learn throughout your career that you would pass on to others?

Stand up for what you think is right, but make sure you've done your homework to support your position and convince others. Also, don't be afraid to take on new things and venture out of your comfort zone. Finally, a positive attitude and a willingness to learn can be a huge force multiplier and can make up for deficiencies in other areas.

What would you consider to be your greatest contribution to DIA?

I suppose it might be my enthusiasm for pulling together teams and facilitating communication across stovepipes. Also,

I've learned so much from other people who contributed to me their time, wisdom, friendship and inspiration. I've tried to pass on some of that to junior personnel.

What do you think has been the biggest change or had the biggest impact on DIA during your career?

There have been three big things. First, the dissolution of the Soviet Union in the early 1990s shifted our intelligence focus dramatically from one big threat to many diffused threats, and we had a hard time finding our way again after that. Second, the ability to process and rapidly communicate huge amounts of information electronically has fundamentally changed our business. At the same time, the information technology revolution has created "information overload" for many of us, plus our colleagues and customers now routinely expect instant responses. Lastly, the increasing diversity of the DIA work force is a big change. When I first arrived, there were only a handful of women analysts and managers, especially in the military capabilities area. We women were out there pretty much on our own. Now I'm glad to see many women advancing in all the intelligence disciplines. In addition, the DIA work force is much more diverse racially and culturally, which has enriched us.

Do you have any final words of wisdom you would like to share before you part from DIA?

Public service is still a noble profession and I hope DIA can attract and keep talented people who believe that. I'm proud of my career in the federal government. I know that what we do at DIA really matters – I've experienced it firsthand.

Dr. Hugo KEESING

Dr. Hugo Keesing retired April 28. His contributions to DIA are as numerous as his positions. Keesing assisted in the start of the Defense Intelligence College, now the Joint Military Intelligence College (JMIC). He moved to the Training Center, became a liaison to the National Security Agency (NSA) and returned to establish an academic outreach program. Keesing was involved in the Combined Strategic Intelligence Training Program as a sponsor of foreign intelligence officers, he actively participated in the attaché training program as a role player, he taught in the Joint Military Intelligence Training Center (JMITC) as an adjunct faculty member, he worked with the Command Element (CE) on strategic planning teams, and was the DIA intelligence community (IC) liaison on multiple training committees. Keesing intends to start independent consulting for short-term engagements and spending more time with his grandchildren.

How long have you been with DIA? And where have you worked in the agency?

Photo by Sarah E. Mazur, CP

Sometime in the late 70s, while working at the University of Maryland, I was asked to conduct a workshop within the Defense Intelligence School to acquaint instructors with techniques other than the lecture method in intelligence training. Then, in October 1980, the Defense Intelligence School received congressional legislation to award a master's degree, and, in order to make that a reality, the school needed to work toward regional accreditation. At that time I was asked to come on board as a part-time, temporary employee, and, as you can see, I have been here for almost 26 years since.

From 1980 to 1993, I was with what was progressively called the Defense Intelligence School; later named the Defense Intelligence College. I stepped out for nearly four years to be physically located at NSA, where I was in charge of the off-campus graduate program that was the National Cryptologic School – I was the program administrator as well as a faculty member. I came back in 1997 when training had split out of what had been the joint training identification endeavor, and I have been with the training side of the house ever since. I was with the JMITC until this past October when it was moved into the Directorate for Human Capital (HC). I am now part of the HC Learning Resources (HCL) division. As you can see, I have been with training and education for my entire career at DIA.

What are your fondest memories of the agency?

Fond is not always a word you associate with work – but certainly as I look back I can say it was fun. I started out working in a World War II temporary facility about a mile north of the DIAC. There was an excitement working in a small location with a good group of people. During the winter, the steam from the pipes was so hot that we had to open windows and we had constant problems with rodents, and yet in a way, I look back on that now and say, "That was more fun than working in a building like the DIAC." My colleagues at the Defense Intelligence School and I were among the first occupants of the DIAC in 1984, and I think that most of us, in retrospect, probably would have preferred to stay where we were. It had become a small part of a big organization as opposed to a self-contained organization.

Also, I came aboard to assist the Defense Intelligence School in becoming accredited, which we were very successful in doing – there is the excitement and a particular fond memory of coming aboard for a specific task and succeeding.

What have you learned here during your career that you would pass on to others?

In no particular order, it is important to build networks, as well as getting to know people and maintaining positive relationships. I am struck as I look back on how many people I have worked with, and in a number of cases, recruited, hired or groomed, who have gone on to do great things – and in some cases have come back to be my boss. I think it is important for people to realize that you don't want to burn your bridges – you need to maintain good working relationships because the IC is small enough that you will bump into each other after 10 or 15 years.

There are some things I have tried to pass on to others such as the importance of being diplomatic. I learned early in my career words put on paper, or now in e-mail, have a life of their own. When you have concerns, it's better to settle it on the phone with that specific person, verses in an e-mail where the receiver will imply the tone. Settle things quickly, don't carry grudges and don't send long or angry e-mails – once an e-mail is sent out, you can't take it back.

What do you consider to be your greatest contributions to DIA?

Working to get the Defense Intelligence School accredited. My job was to bring together two cultures, which were very different. In 1980, DIA was about 65 to 70 percent military and the rest were civilian. Accreditation was seen as a civilian type of activity, and, in order to make this work within a military culture, it was going to be challenging.

Once we were accredited, master's theses became an important part of our identity. I recall a student, in 1983 or 1984, who had written a thesis in which he concluded there was a likelihood of a terrorist attack on U.S. soil at some point in the future. At that time, the thesis had to be vetted, and this one came back a couple months

later after going to the Department of State saying that the statement had to be deleted because it was impossible for a terrorist attack on U.S. soil. This meant the thesis had undergone a policy review which is inconsistent with academic freedom. I talked to people in my chain of command and explained that this could lose the accreditation we worked so hard to get, and what we needed to do was ensure that the research done at the Intelligence College was not subject to policy review – students have to be able to say what they think.

June 30, 1988, the college changed to an information security regulation that said, "Students may express their views in such materials as long as those views do not disclose classified or operational security information. Manuscripts prepared by Defense Intelligence College personnel, including faculty and students, will be submitted through appropriate channels only for security clearance." Since 1988, students have been able to write, think, comment and be critical of subjects as long as it doesn't violate security.

What is the biggest change that has occurred at DIA during your career?

The biggest most obvious change has been the composition of the work force. I am now 25 years older, but I am convinced that the employees are much younger and far less likely to have a military career behind them. The new work force has a whole different mindset because of their age, ideas and experiences. In one instance, I had a Tomorrow's Intelligence Professional Program class list all the places they had worked and or lived for a year or more, there were something like 37 alone in that class – that's not the work force of 1980.

Do you have any other final words of wisdom you would like to share before you leave DIA?

Rudyard Kipling's poem "IF" shares lessons that can relate to everyone. It is important to work hard and try to converge and bring together things that are valuable to you, and find ways to bring them into your work. If you are doing things that don't interest you and that you don't value, it becomes tough. People need to figure out how to find pleasure in their day-to-day work that can sometimes become boring. There is a great deal you can do to think about this convergence and for me, for example, it was teaching.

[If]

If you can keep your head when all about you
Are losing theirs and blaming it on you,
If you can trust yourself when all men doubt you
But make allowance for their doubting too,
If you can wait and not be tired by waiting,
Or being lied about, don't deal in lies,
Or being hated, don't give way to hating,
And yet don't look too good, nor talk too wise:

If you can dream — and not make dreams your master,
If you can think — and not make thoughts your aim;
If you can meet with Triumph and Disaster
And treat those two impostors just the same;
If you can bear to hear the truth you've spoken
Twisted by knaves to make a trap for fools,
Or watch the things you gave your life to, broken,
And stoop and build 'em up with worn-out tools:

If you can make one heap of all your winnings
And risk it all on one turn of pitch-and-toss,
And lose, and start again at your beginnings
And never breath a word about your loss;
If you can force your heart and nerve and sinew
To serve your turn long after they are gone,
And so hold on when there is nothing in you
Except the Will which says to them: "Hold on!"

If you can talk with crowds and keep your virtue,
Or walk with kings — nor lose the common touch,
If neither foes nor loving friends can hurt you;
If all men count with you, but none too much,
If you can fill the unforgiving minute
With sixty seconds' worth of distance run,
Yours is the Earth and everything that's in it,
And — which is more — you'll be a Man, my son!

-Rudyard Kipling

Of Mice and Men

DNI blogger explains a WHOLE NEW WORLD in Life@Bolling

By Lysa M. Walston, ODNI

The Office of the Director of National Intelligence (ODNI) has established its first headquarters on the top two floors of the DIAC Expansion building on Bolling Air Force Base. The long road to get there was paved with aching muscles, aching heads and aching hearts – those not wanting to move. The biggest challenges were the dissemination of "factual" information and the dismissal of rumors. One method used to address both these challenges was a new fangled cyber technology called a blog – a Web journal.

The Bolling blog, "Life@Bolling," was designed by the Director of National Intelligence Public Affairs Office to give a firsthand account of – you guessed it – life at Bolling. The blog was a success – averaging more than 160 hits daily and 1,016 hits the day after the DIAC "Mice War" broke out. From parking issues, to security procedures, to commuting times, to the infamous DIAC Mice War – Life@Bolling covered the front lines of working in the new DNI headquarters.

Life@Bolling can be found on the DNI Connection Web site on JWICS at *http://blogs.csp.ic.gov/blojsom/blog/walstml/*.

Jan. 23
Have you ever wanted to figure out a way to combine eating and exercise? Well the DIA has done it (at least for those in their new building). It is a hike to the dining area from the new building. I decided I must have worked off my "chicken cobb wrap" (from Nature's Table in the food court) before I ever got back to my desk to eat it. Non-the-less it was delicious.

Feb. 8
Mice War SITREP 1000L20060208
With any war it is important to know the history of similar wars and learn from that history. Mice wars have been fought, and won, for centuries. CIA had a similar siege when it opened OHB in 1961. Agency folks took several months to get control of the situation, but eventually they won out.

Feb. 14
Mice War SITREP 1430L20060214
Advance forces report enemy sightings on the 6th floor. A single combatant ran over the shoe of civilian contractor working in the area and escaped. Several combatants were captured, using stationary devices, and terminated (all Geneva Convention rights were offered but the combatants refused).

Here are a few excerpts from Life@Bolling:

Feb. 16
I don't know if I have mentioned this before but you can see I-295 from our windows at DNI-HQ. This can be good because you can see if the traffic is moving before you are stuck in it. However ... this can be a bit deceiving, the traffic may look like it is flowing along in one direction without any hindrances when in fact it is stop and go just out of line of sight. ... Moral of the story: Don't be fooled by optical allusions - there is no way to beat DC traffic.

Feb. 21
Glass half-full people find their own incentives when life hands them change or challenge. The relocation to Bolling would be in the change/challenge category for the staff of the ODNI and each individual has to determine their incentive for making the move. You may like the fitness facilities, you want to utilize the childcare on base, your commute time will be shorter, perhaps you are retired military and now have easy access to the commissary, or maybe you just want to keep your job. We all have our own reason for agreeing to relocate to Bolling AFB. For me it is sailing.

March 7
Mice War SITREP 1005L20060307
New Allies in the DIAC Mice War
- Little birds have moved into the lobby area in the DIAC Extension Building (a.k.a. DNI-HQ). They are small but then again so are the mice. I have only seen one squadron patrolling the lobby but if the mice come down there I have no fear of this new ally's ability to get the job done. (being former Air Force I have always had a fondness for fly-boys).

March 23
The good news is that the first group has moved in and thus marks the countdown to the end of the Life@Bolling blog. (It's been a fun ride!) About 50 folks from Management moved in to the 5th floor on Monday and so far they have had nothing but positive remarks (I even got the opportunity to say, "I told you so"). From here on out there will be a move every week until all are moved over. It is nice to have company and I look forward to even more.

March 25
Yes, this date is Saturday (I think I have mentioned before how dedicated I am to protecting America 24/7/365). Interesting thing - the traffic coming in at 1130 on Saturday is heavier than 0830 on Monday thru Friday. The second phase of the move arrives on Monday and already people are telling me that Bolling is much better than they thought it would be.

Civilian and Military PERSONNEL UPDATE

Civilian and Military Retirements, Anniversaries and Promotions in February and March 2006

By the Office of Human Resources, HC

Civilian Retirements

Jacqueline D. Allen, DI
Steven H. Fitzgerald, DI
Godfrey Y. Fo, DH
Ronald R. Garcia, DI
Barbara A. Kipila, DI
James T. Kvach, DI
Judith A. Mills, DI
Isaac R. Moore, DA
David C. Peters, DI
Martin J. Scheina, DI
Earl E. Sheck, DI
Thu M. Tran, DI

Employee Celebrating 45 Years Federal Service

Jefferson L. Herring Jr., DI

Employees Celebrating 40 Years Federal Service

Doris B. Craddick, DS
Joe R. Garcia, DH

Employees Celebrating 35 Years Federal Service

Nancy E. Hall, DA
John J. Nieder, DI
David R. Orr, DA
Rodney L. Ratledge, DI
John L. Smith, DI

Employees Celebrating 30 Years Federal Service

Ronald F. Burger, DI
Isa S. Daniel, DS
Virginia C. Johnson, DI
Byron L. McGowan, DH
David J. Osias, DI
William J. Percival, DA

Employees Celebrating 25 Years Federal Service

Robert J. Beaman, DI
Eric Blatt, DI
Reginald D. Brown, DI
Karen J. Colgan, DI
Zona M. Craig, J2
James A. Evans, DH
Sharon A. Glidwell, DT
Denise L. Hodges, DS
William J. Kolodrubetz, DI
Douglas R. Komer, DI
James T. Kvach, DI
Helen E. Lederer, DI
Paula Mitchell, DH
Thomas D. Rock, DT

Employees Celebrating 20 Years Federal Service

William R. Anderson, OP
Shannon M. Arthur, DI
Amir J. Asmar, DI
Kenneth B. Baldwin, DA
Deanne C. Belcourt, DA
Thomas W. Fuller, DI
Grant D. Hayden, DI
Kathleen C. Higuchi, DH
Jacqueline M. Hite, MC
Angela V. Holley-Gregory, FE
Daniel F. Horner, DA
William M. Jennings, DI
Richard A. Kraighman, DA
Frances A. Levis, FE
Sheila J. McCullough, DI
Belinda J. Payne, DH
Edgar Welch, DA

Employees Celebrating 15 Years Federal Service

Patricia D. Duncan, DI
Rebecca C. Horkman, DI
Tammy Y. Johnson, DS
William J. Latta Jr., DI
Desiree D. Million, DS
Dale E. Olson, DA
Alan Ott, GC
Earle A. Sugar, OP
Randall M. Tillman, DI

Employees Celebrating 10 Years Federal Service

Edith E. Alexander, HC
Kelcy M. Allwein, DI
Adam T. Barlow, DH
Christopher C. Becker, DI
James D. Cox, DA
Letitia D. Daniels, FE
James O. Helms, DH
Jerry E. Jackson, DS
Alan E. Lamb, DA
Ambert Wang, DI

DIA Promotions to DISL

Kenneth D. Copeland, DI
Andrew L. Shepherd, DS

DIA Promotions to GG-15

Christopher J. Albrycht, DI
Kristina A. Attkisson-Smith, FE
Catherine P. Beyer, DI
Judith S. Boyd, FE
Robert H. Cohn, DT
Aaron C. Dunham, DT
Oritta A. Essien, HC
Peter S. Fuhrer, DI
Elisa C. Hensz, DI

Franklin R. Kinard, DA
Jack A. Martin, DA
Karen D. McCord, DA
Russell L. McIntyre, DT
Cesar Nieves, CE
Alexander S. Nisbet, DA
David R. Orr, DA
Janice F. Shipley, DH
Don L. Washington, DA
Michael B. Zimmer, DI

DIA Promotions to GG-14

Gary A. Amoroso, DI
Russell M. Anderson, DA
Treasure J. Arquieta, CS
Larry C. Atha II, DH
Susan E. Avalos, DI
Cynan J. Benedikt, DH
Pamela Bradford, HC
Fred L. Brocker, DI
Kathleen C. Butler, DS
Todd E. Clark, DI
Terry E. Creech, DH
Carmen Delgado-Mosler, DH
Jaime Gonzalez, DI
Gary R. Hill, CS
Patrick H. Keel, DI
James M. Krushat, DI
Lynn A. McNamee, DI
Tara E. McNealy, MC
Pamela A. Mielnik, DI
Gustav A. Otto, DA
Leona D. Partis, OP
Michael Pevzner, DI
Erik Prentice, DI
Felecia A. Redding, FE
Thomas R. Redmon Jr., DA
Charles L. Shoemaker, DI
Kelvin E. Smith, FE
Rebecca L. Toler, DI
Stephen A. Vanech, DI
Sharon M. Wells, EO
Derek A. White, DT
Gloria M. Williams, FE
Michelle R. Wishon, DI

DIA Promotions to GG-13

Alexander L. Alum, DA
Joshua P. Batten, HM
John M. Castle, DI
Micheal J. Copeland, DI
Robert A. Cradduck Jr., DI
Jason T. Crowley, HM
Benjamin A. Curlee, DI
Christopher J. DesBarres, DA
Stacy D. Durant, FE
Kathleen M. Fuller, HC
Jacob B. Gale, DA
Jose F. Garcia, DI
Jeremy R. Gibbs, DI
Toni Gidwani, DA
Christy L. Goudie, HC
Renee L. Gray, DA
Mary P. Hennigan, DA
Lohntraya S. Irving, DA
Ronda L. Johnson, DT
Karen M. Kondash, DI
Michael J. Lapsevic, DI
Christopher P. Linke, DI
Benjamin D. Loewy, DI
Mary J. Maguire, OP
John K. Martin, DI
Kaitlin E. McArdle, DA
Donna M. Miller, DA
Candy W. Oliver, DA
John A. Pontecorvo, DI
Lisa F. Purvis, DI
Jason V. Ranone, DI
Luis F. Rivera, DS
Danica A. Roark, DI
Dionne M. Rosche', DS
Candace M. Ross, DI
William A. Said, DI
Arlie R. Shelton, AE
Rebecca L. Spira, DA
Jay M. Strohm, DI
Monica Z. Thomas, DA
Gary W. Thompson, DI
Suzanna C. Tischler, HC
Jessica M. Trojak, DI
James R. Unverzagt III, DI
Michelle B. Velasquez, DI
James D. Viers, DI
Laura T. Viscomi, DI
Kurt K. Weiand, DI
Oliver C. Wright III, DA
Donald J. Wyma, DI
Matthew A. Zentner, DI

DIA Promotions to GG-12

Jessica L. Allen, DI
Andrea R. Bartuski, DI
Thomas A. Bello, DI
Naphtali Benyamin, DI
Rodney T. Bunn, DA
Kimberly R. Cook, DI
Christiana Coyle, DI
Amanda L. Corsetti, DI
Amanda M. Eiswerth, AE
Carlene Evans, DA
Matthew A. Fitzsimmons, DI
Erma L. Graham, DA
Craig D. Guiliano, DI
Kimberly M. Hepler, DI
Marjorie J. Hunt, DI
Todd T. Izydorski, DT
Anna T. Janik, DI
Caitlyn H. Kim, DI
Jonathan L. Low, DI
Kimberly Y. Luckado, DA
Nicholas Matyaszek, DI
Christina M. McDonnell, DI
Charles R. Mills, DT
Shilpa K. Moorthy, DI
Deidre P. Patton, DA
Michael D. Saltsman, FE
Rosa L. Smothers, DI
Joanne M. Stella, DS
Larry E. Stump, DH
James T. Valentine, DA
Harlow C. Voorhees, DI
Shannon N. White, DI
Lori A. Williams, DS

DIA Promotions to GG-11

Heather Andrews, DI
Rebecca Ardary, J2
Jason H. Atkins, DI
Victoria L. Barasch, DI
Katherine M. Black, J2
David Bonner, DI
Candice M. Bosack, DH
Gabriella Broder, DI
Fara Burrus, DI
Sondra D. Fielder, DS
Kimberly S. Finch, DI
Carol A. Finkle, DS
Julia Gershov, DI
Ashton K. Giese, DI
Marisa S. Gonzalez, DI
Barbara J. Haynes, CE
Janice M. Hemsley, DS
Michael Hertzberg, DI
Adam J. Hise, DI
Stephanie A. Judge, DI
Amanda R. Karlin, DI
Stephen P. King, CS
Bonnie R. Levine, DI
George O. Lowe, DA
Ronald G. Martin, DA
Delores L. Matthews, AE
Katherine M. McCloskey, DI
Jennifer A. McDonald, FE
Tara M. Moscatello, DI
Rhonda R. Neal, DH

Elizabeth G. Owens, DI
Marian U. Park, DI
Megan P. Pearson, DI
Michelle L. Record, DA
Christopher P. Roberts, DA
Isis Rodriguez-Cortes, DA
Lauren E. Schuster, DI
Annette L. Skye, DI
Alexandria R. Stevens, J2
Jemelyn G. Tayco, DI
Cindy Vazquez, J2

DIA Promotions to GG-10

Sharon N. Allen, DA
Stephanie Y. Baggage, DS
Adam R. Banner, DI
Christie L. Batten, DT
Christopher P. Bravo, DT
Janet W. Cho, DI
Christopher M. Davis, DI
Jennifer M. Dewaele, DT
Mary E. Drake, DI
Amanda D. Dyson, HC
Joanna A. Fischer, MC
Louis J. Gasbarri, CS
Lillie M. Gaskins, DI
Carmela N. Giambalvo, HC
Barry A. Goldblum, DI
Cleta A. Gray, OP
Vanessa K. Hamilton, DI
Anastasia Handy, DI
Nathaniel H. Hill, DI
Lillie K. Jordan, OP
Matthew M. Kiefer, MC
Charlotte A. Litton, MC
Sherri D. Marrs, IE
Vitaliy V. Mikhaylov, DT
Anastasia D. Moro, MC
Terri L. Otto, FE
Jaime E. Ramos, DA
Hannah Reddy, DA
Krisanne C. Schawl, DA
Tiffany J. Schneider, DI
Amy M. Sherman, DI
Cedon M. Smith, HC
Tamika C. Stidham, AE
Meir R. Walters, MC
Suzanne K. Yueh, DI

DIA Promotions to GG-09

Sohnia A. Azim, DI
Delores L. Day, FE
Alfreda Y. Jefferson, HC
Peggy L. Laing, DA
Matthew F. Moseley, DI
Marie M. Nonord, DT
Nicholas Reddig, DI
Geoffrey S. Schaab, DI
Gloria A. Smith, DA

DIA Promotions to GG-08

Scott E. Appleton, MC
Jeffrey Chen, MC
Peter A. Chevere, MC
Takiyah A. Henry, MC
Casey M. Hingston, DA
Angela T. Nelams, MC
Suzanna Ng, MC
Aubrie L. Ohlde, MC

Army Promotions

LTC Edward Bonfoey, DH
LTC Robert L. Fisher, DH
LTC Peter C. Giotta, J2
LTC Heino Klinck, DH
LTC Brett C. Jenkinson, J2
LTC Heino Klinck, DH
LTC Bernard F. Koelsch, J2
LTC John M. Lowe, DI
LTC Gerritt F. Peck, DI
LTC Maynard Sweeney, DH
CW4 Clifford D. Duffy, DI
CW3 John W. Parker Jr., DH
CW2 Marcus N. Khan, DH
MSG Eric J. Devault, DH
MSG Michael Grabarz, DH
MSG Harold E. Miller, DH
MSG Matthew Smith, DH
MSG Christopher Wilbur, HC
SFC Tammi C. Blake, DH
SFC Becky Morgan, DH
SSG Enrique Sanchez, DS
SGT Ebony N. Smith, CE

Air Force Promotions

Lt Col Daniel J. Callahan, J2
Lt Col Robert B. Keeney, J2
Maj Patrick Miller, DH
SMSgt Prospero Guaba-Ortiz, DH
MSgt Walter Reynolds Jr., DH
MSgt Garen A. Smith, DI
SSgt Pul Vincent D.Yao, DS

Army Graduations from Advanced NCO Course

SFC Foy P. Capers, DH
SFC Michael F. Eddy, DH
SFC Ray S. Kern, DI

Army Graduation from Basic NCO Course

SGT Deboris A. Claiborne, DS

InterCOMM

(U) 2006 Civilian Bonus Boards Begin

(U) Lessons Learned Presentation Series

Looking for DIA's new hires? The list can now be found in the InterComm, the agency's electronic newsletter on JWICS at http://delphi.dia.ic.gov/admin/intercomm/.

on the HORIZON

events for June & July 2006

June

June 1 Top 3 Golf Tournament, registration begins at 8 a.m. at Andrews Air Force Base on the South Course

June 13 Army Birthday Celebration, 9 to 10 a.m., in the Tighe Auditorium

June 14 Flag Day

June 15 DIAC Ice Cream Social, 11 a.m. to 2 p.m.

June 16 DIA's Bring Your Child to Work Day: DIA Serving the Nation

June 16 – 30 International Intelligence Fellows Program at the Joint Military Intelligence College

June 18 Father's Day

June 19 Juneteenth Day (Emancipation Celebration)

June 21 Junior Enlisted Advisory Council Meeting, 1 p.m., in the DIAC Room B4-142

June 21 Summer Solstice

June 22 Pentagon Ice Cream Social, 11 a.m. to 1 p.m.

June 26 – July 1 League of United Latin American Citizens Training Conference, Milwaukee, Wis.

July

July 4 Independence Day (federal holiday)

July 12 Clarendon Ice Cream Social, 11 a.m. to 1 p.m.

July 14 Bastille Day

July 17 – 21 Federally Employed Women's National Training Conference Atlanta, Ga.

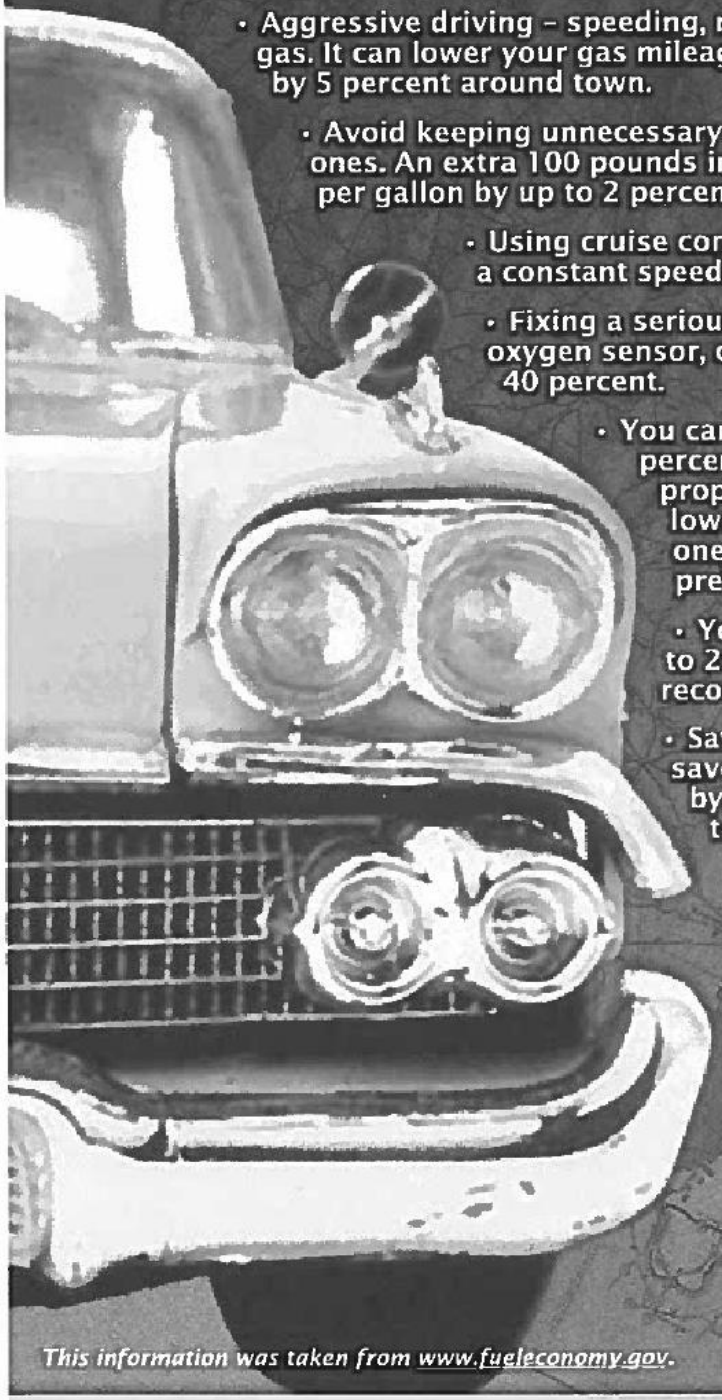
July 20 DLOC Ice Cream Social, 11:30 a.m. to 1 p.m.

July 27 Summer Vendor Sale

July 31 Parent's Day

For further information or updates concerning these events, please refer to the Internal Communications Web site.

Gas Saving Tips!



- Aggressive driving – speeding, rapid acceleration and braking – wastes gas. It can lower your gas mileage by 33 percent at highway speeds and by 5 percent around town.
- Avoid keeping unnecessary items in your vehicle, especially heavy ones. An extra 100 pounds in your vehicle could reduce your miles per gallon by up to 2 percent.
- Using cruise control on the highway helps you maintain a constant speed and, in most cases, will save gas.
- Fixing a serious maintenance problem, such as a faulty oxygen sensor, can improve your mileage by as much as 40 percent.
- You can improve your gas mileage by 3.3 percent by keeping your tires inflated to the proper pressure. Under-inflated tires can lower gas mileage by 0.4 percent for every one pound per square inch (PSI) drop in pressure of all four tires.
- You can improve your gas mileage by 1 to 2 percent by using the manufacturer's recommended grade of motor oil.
- Save gas, save money, save time, save aggravation by using public transportation!

This information was taken from www.fueleconomy.gov.